

FY23 Superintendent's Goals
Mid-Year Update – January 24, 2023

*Blue text represents information since last report (September 22).
Black text is previously reported.
Bullet Key at End of Document*

Student Learning

Organize and implement phase one of the district's diversity, equity and inclusion strategic objectives.

- ✓ Identify and onboard a DEI coach/trainer. [August 21]
- ➡ Establish and implement a differentiated training plan for improving the district's cultural competency.
 - Established and executed plan for 2021-2022 year.
 - Summer '22 Leadership retreat will focus on planning for the 2022-2023 and will build on work from this school year.
 - Differentiated school-based goals reflected in School Improvement Plans with district goals identified in the District Improvement Plan. School based teams established – *see more information in Safe and Supportive Schools grant below.*
- ➡ Identify strategies to diversify workforce.
 - DESE – Diversification of Workforce Working Group [June '22]
 - Key Take Aways - Strategies should include:
 - Creating a community and working environment that is culturally competent and invested in DEI work as means of to recruit and retain a diverse workforce (this is the work being done with Michael Eatman)
 - Expand reach of recruitment efforts (this was done by using a broader posting platform including Indeed/Monster/LinkedIn/Facebook)
 - Financial incentives such as tuition reimbursement, housing allowance and signing bonuses.
 - Applied for the MERSD team to participate in part two of training [22-23]
 - MERSD has been accepted into year two, but meetings are frequently in conflict with other standing commitments. Materials are provided and there is an opportunity for self-study.
- ➡ Establish a DEI task force to solicit and incorporate student, faculty, and community input.
 - *This approach is being reconsidered and will be a topic for our summer DEI Leadership Workshop.*
 - In support of this goal, MERSD applied/received Safe Schools Grant to support planning and implementation efforts. Outcomes will include the establishment of school-based teams inclusive of faculty, staff, parents, and students at the secondary level as well as utilization of the [*Safe and Supportive Schools Self-Reflection Tool*](#).
 - The work of the grant aligns with goals outlined in the strategic plan and correlates and reinforces our work with Cultural Competence Framework.
 - A mid-year mini retreat was held on January 5th to organize school-based implementation with the planned outcome of using faculty meetings as learning labs for building understanding about the cultural competency framework.
- Communicate and support established diversity, equity, and inclusion work.
 - ➡ Regular updates and School Committee Meetings
 - ➡ Highlight work of students and staff on social media and schoolwide communications
 - ➡ Use strategic initiative references, when possible, to reinforce communications and requests.
 - ➡ Partnered with John Guilfoil to provide communications support.

Professional Practice

- ✓ Cultivate positive and productive labor management relations.
- ✓ Engage in collaborative bargaining to negotiate a new three-year META contract.
 - In collaboration with SC Negotiation Subcommittee and Finance Subcommittee seek input from School Committee and town partners on concerns, constraints, and outcomes.
 - This is ongoing.
 - In collaboration with SC Negotiation Subcommittee and META Leadership:
- ✓ Identify timeline and method for bargaining.
 - Completed with the decision to move to traditional bargaining.
 - Implemented traditional bargaining but working to maintain a collaborative spirit within meetings.
 - Negotiations Sessions allow for Silent Observers and have been attended by both faculty and town collaboration members. Town Collaboration representatives have also participated in caucus work during the session. Regularly inform them of opportunities to participate and provide updates on progress at monthly meetings.
 - Benefit, of the traditional approach has been a streamlined exchange of proposals.
- ✓ Organize and prioritize work to be completed and establish subgroups if needed.
 - This was primary work of summer 22.
 - Strive to have large financial components (salary/health care) completed prior to the completion of the ~~FY23~~ FY24 budget season.
 - Estimated Date for completion ~~1.15.22~~ now 4.2.23.
 - Finalize new/revised language.
 - Complete Draft Contract to SC for approval March.
 - Approval and Ratification
 - General Member Ratification early April
 - Final SC vote May

This initial timeline projected (outlined above) yielded a one-year agreement with the understanding that we would begin work on a three-year agreement in the Spring of '22. That work began on time with the goal date for completion is October 30th to allow for ratification from both SC and META in November prior to budget.

development. That goal was not met. Negotiations are ongoing with revised estimated completion dates listed in red above.

- ✓ Hold monthly meetings with META co-presidents for communication and joint problem solving.
 - Reestablish monthly school-based principal/ union rep meetings.

Meeting frequency has increased, but still tends to be issue driven rather than routine proactive check-ins. No change here.

- ✓ Begin process of establishing a Teaching Assistant Contract (if time allows timeline can be accelerated/ at this time target completion date Spring 23)
 - This assumes the three-year teacher contract would be completed ~~this year~~ early spring 2023. The Negotiation team has discussed and verbally agreed that this work will begin immediately following the completion of the META three-year contract. *No change here.*

District Improvement

Ensure funding for a stable, multi-year budget and capital improvement plan through collaboration with town and community partners.

- ➡ Develop and pass a budget that maintains quality and forward progress, maintaining efficient practices but shifting to greater advocacy for increased funding to the district.
 - ✓ Establish a multi-year plan to address growing reliance on reserve funding.

- ✓ Establish a target date for seeking an operational override.
 - FY24 Budget has been developed to maintain quality while addressing a structural funding problem by reducing our reliance on reserves and increasing revenues requested from towns to support a level services budget. This level services budget provides funding for the same program scope, class size, course offerings, and services from one year to the next and allows for the resources needed to support the priorities of the MERSD Strategic Plan.
- Redesign of annual budget document. (Carry Forward from FY21)
 - This remains a goal at this time but may not be realistic to achieve given timelines, introduction of new reporting and meeting cycles, and additional research projects introduced throughout this budget season.
- ➡ Through Collaborative meetings work to educate town boards on the current state of schooling and expanded social service responsibilities that we carry.
 - Meet with town boards to provide budget process workshops – *ongoing monthly meeting organized and hosted by district.*
 - Determine methods/mechanisms for creating a safety net for assessment shifts caused by the application of the regional agreement apportionment formula.
 - During the 2021-2022 school year TOE established a set aside fund to address apportionment swings
- ➡ Commission a needs assessment and establish timeline for key capital improvements including replacement of Essex Elementary School.
 - Initial Report completed Fall of 22 with report to SC on 11.15.22
 - Final report to be delivered by February 23
 - Reorganized and presented proposed Essex Elementary project timeline as part of the FY24 Tentative budget with recommendation and intent to submit a statement of interest to MSBA in April 2023.

General Goals Related to Multi-Year Projects

Complete open projects.

- ✓ Complete strategic planning work and district improvement plan by mid-October
 - Overview documents were complete by Mid-October with full action plan schedule for completion summer '22.
 - [DIP and SIPs](#) completed and implementation begun. Early accomplishments not included as part of goals report above...
 - SP1 - Establish and foster an authentic Pre- K-12 learning environment.
 - Elementary NEASC review application in process.
 - Leadership training in integrating and leading authentic assessment/project base learning and social justice to inform work on FY23 deliverables.
 - Faculty meetings being used as learning labs to examine problems of practice, case studies, and materials utilizing the cultural competency framework.
 - SP 2 – Integrate social emotional learning into all aspects of the school day.
 - MTSS District Team trained, meeting in accordance with newly established schedule, and delivering services in an inclusive setting.
 - SP 3 - Celebrate and nurture an inclusive and diverse school culture that recognizes the contributions and uniqueness of each learner.
 - Special education review underway with report out to SC anticipated in April.
- ➡ Bring Memorial Project to a close.
 - On time and under budget with the LEED Gold recognition announced in November.
- ✓ Bring Essex Playground Project to a close.
 - Structural work complete. Completed landscape work assumed in phase two and coordinating acquisition and installation of seating in partnership with the community group.

COVID-19 Emergency Management – *Not active FY23*

Manage the COVID-19 impact while minimizing disruption to learning and providing for the health and safety of students and faculty.

- ✓ Implement a layered mitigation model that allows for the maintenance of full in-person learning.

- ✓ Maintain complementary remote and in-person instructional delivery contingency plans should conditions require a shift in delivery mode.
- ✓ Provide ongoing two-way communication with all stakeholders via social media, web meetings, and email to keep the community members informed of changing conditions and protocols.

KEY

- ✓ Complete
- ➡ In process on schedule
- In process behind schedule
- ❖ Not addressed at this date