



1. Communication and Community Engagement

- Share a weekly publication (*Highlights*) with the Board of Education that informs the Board members of non-confidential happenings involving the school and the Superintendent of Schools.

Impact: All Board members will have access to timely information directly from the Superintendent creating transparency and common knowledge among Board members.

- Share a weekly publication (*Weekly Update*) with the Board, all school personnel, families, and interested community members that details school events and happenings, along with pertinent information and educational articles.

Impact: All school personnel and families will have access to timely information directly from the Superintendent connecting and engaging staff and families in school activities and initiatives.

- Create opportunities for informal meetings with members of the school community (staff, parents, and interested community members) including Coffee and Chat mornings and other “sit-downs” at the convenience of parents.

Impact: Families and community members will have direct access to the Superintendent of Schools allowing visitors to receive and share accurate information creating transparency and common knowledge in the community.

- Establish connections with the Board of Selectmen, the Board of Finance, Parks and Recreation, and AHM Youth and Family Services

Impact: Create a strong connection between the school and town committees and local organizations, knowing that budgeting and programming rely on town support.

- Plan for “Budget Conversations” with staff, members of the school community, and interested community members, particularly at the start of the budgeting process that specifically looks for input as to programs and other items that should be included in the budget.

Impact: Early budget conversations and opportunities for input will create transparency and open participation at the very start of the budgeting process. Open conversations throughout the budget process lead to knowledge and support throughout the vetting of the budget.

- Enhance the presence of the school district using social media through the efforts of the Central Office.

Impact: Ensure that posting and communications show the community a strong return on investment (ROI) for use in future budget presentations to ensure support from the public including successful referenda.

- Update the school district website to be a dynamic representation of the school and its programs.

Impact: Promote the success of the school district, create ease of access to documents, and establish transparency of other important information. (There may be budgeting requirements to update the website.)

2. Student Growth and Learning – The Profile of the MES Learner

- Develop and administer a community-wide survey to identify the skills and dispositions the MES community considers most important for the MES learner.

Impact: This process will elevate the priorities of MES teachers, families, and community members by identifying the future-ready skills they value most for students.

- Facilitate community-wide workshops to review survey data and identify the essential skills and dispositions for the MES learner.

Impact: A broad range of stakeholders will help narrow the suggestions and identify the essential skills and dispositions that define the MES learner.

- Convene a coalition of staff, parents, Board of Education members, town officials, and business leaders to review survey results and define the final competencies comprising the skills and dispositions of the MES learner.

Impact: A broad range of voices will continue to shape the development of the Profile of the MES Learner.

- Select a representative group to define each chosen competency with specific, actionable, and student-centered behavioral indicators.

Impact: Each skill and disposition will include clear “I can...” statements written from the student perspective to support understanding and implementation.

- Share a draft of the document with the school community and invite feedback through meetings with the Superintendent and online feedback opportunities.

Impact: Community feedback will help ensure the document reflects the input of the school community and builds a shared sense of ownership among stakeholders.

- Review the MES Mission and Vision, preparing the entire package of mission, vision, Profile of the Learner, and “I can...” statements as **Marlborough 2040 – Tomorrow’s Future Today**.

Impact: The goal is to develop learning experiences that help students find and develop a purpose or purpose mindset to make a difference in the world.

- Celebrate and publicize the completion with Board approval, publicity, and a list of next steps for implementation.

Impact: Broad acceptance and publicity of this future-facing document will enhance the school’s reputation among parents and the community, serving as a guidepost for educational and economic decision making.

- As time allows in 2026–2027, develop profiles for MES educators and the MES Board of Education that align with the Profile of the MES Learner

Impact: Aligning educator and Board profiles with the learner vision will clarify the adult competencies, mindsets, and behaviors needed to support student success. (This may be a continued goal in 2027-2028)

3. Organizational Leadership and Operations

- Develop a multi-year comprehensive district **Strategic Plan** with the Board of Education (with four sections: Student Learning and Well-Being; Educator & Leadership Development and Capacity; Operational Efficiency; Enhancing District Infrastructure), serving as a guide for decision-making for budgeting and planning.

Impact: A well-crafted strategic plan provides a unified direction, aligns limited resources, and establishes clear accountability to maximize student success.

- Review/audit safety operations and security features across the school and grounds to strengthen protection for students, staff, and visitors. Revise the **Emergency Operations Manual and School Security Appendices** to ensure clear, consistent emergency responses (to be based on guidance, terminology, standardized responses, and evaluation templates by the Center for School Safety and Crisis Prevention as dictated in Public Act 26-1, Sections 44-47).

Impact: Review and enhance operations to assist school personnel and emergency officials in providing assistance during drills and emergency procedures, as well as providing the safest possible environment for school personnel, students, and visitors. (There may be budgeting requirements to implement some of the recommended safety features.)

- Conduct a Technology Needs Assessment to enhance functionality, efficiency, and security. In addition, the assessment should provide a direction for future budgeting.

Impact: Reduce the gap between current technology tools and actual learning goals, protect network security, and plan for future needs and opportunities.

4. Culture and Climate

- Prioritize mental health and wellness across the school community by expanding the district's understanding of "duty of care" to include student wellness and by promoting efforts that support staff well-being.

Impact: Ensure that student and staff wellness is at the forefront of daily efforts and is considered among the highest priorities of the school district through communication and programming, as well as calling attention to issues of mental health and wellness to alert parents and the school community to provide early attention and resources to avoid critical issues with students.

- Support a school culture where compassion is the cornerstone of education, guiding every interaction, strengthening relationships, and inspiring each learner to feel valued, supported, and ready to thrive.

Communications from the Superintendent's Office will stress that:

- each learner is distinctive and irreplaceable; and
- each learner is welcome as they are and that they are valued.

Communications from the Superintendent's Office will aim to build resilience to promote compassionate and courageous students who, as a result, thrive in their school community.

Impact: Compassion in education creates safe learning spaces, improves student well-being, and boosts academic success. Resilient students are better equipped to handle challenges, both academic and personal, while compassionate students foster a supportive environment where everyone feels valued and included.