

# MAINE SCHOOL ADMINISTRATIVE DISTRICT NO. 35

Serving the communities of ELIOT & SOUTH BERWICK

**Mary C. Nash, Ph.D.**  
*Superintendent of Schools*

**Ryan Cormier**  
*Financial Manager*

**John Caverly**  
*Chief of Operations*

**Heidi Early-Hersey**  
*Director of Teaching & Learning*

**Carole A. Smith, Ed.D.**  
*Director of Special Services*

## **Superintendent's Farewell Address**

*May 22, 2019*

In so many ways, it seems like just yesterday that Gail Sullivan, the interim Superintendent for the district, brought me around to all of our schools on the last day of school in June 2011. As we ended our tour at Central School, I thought to myself, *"This looks just like a Norman Rockwell painting with all of the parents and their children's siblings waiting under the old elm tree for school to get out for the last time that year!"* It was at that moment that I knew I was so very lucky to have been chosen to lead this most extraordinary district!

I am forever grateful to Board members: Ellen Breed, Tom Flanigan, Martha Leathe, Fred Wildnauer, Laura Leber and Jeff Donatello for hiring me to lead this district! Thank you all for your confidence and support over the last eight years!

I would also like to thank our current Board of Directors led by our Board's Chairperson, Keri Tice, Assistant Chair Joe Long, and Board members: Paul Stanley, Sue Berman, Lisa Flynn and Matt Taylor and former Board member, Dan Mannschreck. Your trust and support have been instrumental in moving the district forward over time. It was the highest honor of my professional life when you nominated me for Superintendent of Year in 2017. Thank you!

Together over the past eight years we have led the district by asking our teachers and staff: "Is there a better way to do what you do?" and then finding ways to make this happen. Here are some examples of our efforts:

Together we:

- Instituted School Based Resource Management where principals manage their school's human, fiscal and time resources
- Allowed principals to use end of the year savings in substitute monies to purchase additional supplies and equipment for their schools
- Outlawed the ominous "Budget Freeze" and encouraged practitioners to purchase what they need when they need it rather than stock piling supplies in the event of a budget freeze

- Stabilized the district's budget by implementing zero-based budgeting where student enrollment projections drive the budget
- Simultaneously created a 100 minute common planning time for every teacher every week (Happy Thursday School) as we increased teaching and learning time for all of our students
- Developed Instructional Leadership Teams at every school to review student performance data and based on that data to plan professional development offerings for their school
- Engaged Kevin Perks to lead our work to deepen the alignment of our curriculum, instruction and assessment work with the Maine Learning Results at every school
- Co-constructed with the QEA a comprehensive PE/PG performance evaluation/professional growth plan for teachers and administrators
- Successfully partnered with Rollinsford to educate their 7<sup>th</sup> through 12<sup>th</sup> grade students at Marshwood Middle School and Marshwood High School
- Implemented all-day Kindergarten classes for all of our students
- Gained the community's confidence by crafting a sufficient and sustainable budget each year with budget increases of no more than 5% with no more than a 2.5% increase in the district assessment
- Developed a three-year revolving Technology Plan where the district purchases a 1:1 computer device for every one of our students and staff assuring current state of the art devices for all
- Activated the *Crisis Go* emergency protocol system, an app based crisis management tool, that empowers all school staff to access critical information during a crisis
- Contracted with Chartwells to manage our food service program where we now offer fresh local produce with a wide array of healthy meal choices for our students and staff
- Created annual cash awards to increase employee engagement in their own wellness and well-being
- Developed a way for teachers to benefit financially if together we keep the district's annual health insurance rate increase below 4.5%

These are just a few of the ways we have worked together to make this district strong! Well done!

In closing, I would like to thank both the past Presidents of the QEA, Mel Dodge and Stacie Cocola and the QEA's current President, Rich Luciano, for meeting monthly with me to keep me informed of the QEA's perspective and to allow me to dialogue with them on issues of interest to both the Board and to the QEA.

Finally, I want you to know how incredibly honored and grateful I am to have been given the opportunity to lead this magnificent district for the past eight years. Each step of my journey has been amazing from that last day of school on the lawn of Central School in 2011, through the many musical, theatrical, sporting, and special events, to today's gift by the Marshwood community.

Thank you to the MEF for all of your generosity and support over the years. Thank you to my right and left hands, Randy and Vicki Stewart. Thank you to Tom Trenholm from Drummond & Woodsum, who was always standing ready to help me think through particularly difficult legal issues. Thank you to all of the central office staff, to our loyal administrative assistants, to our custodians, food service workers, coaches and of course to our teachers, Ed Techs, librarians and school nurses. It is you who make this district so special. Thank you all! I will miss you greatly!

You are in good hands with Mr. Caverly at the helm! Continue our work with him to keep Marshwood strong!

Thank you!

Sincerely,

Mary Nash, Ph.D.  
Superintendent of Schools  
MSAD 35