

Monarch School of New England



STRATEGIC PLAN - 2022 - 2027



SEPTEMBER 2022
monarchschoolne.org

History

For over forty-five years, the Monarch School of New England (MSNE) has provided unlimited possibilities for students with special needs – supporting them to reach their greatest potential. The organization began as a volunteer-run playgroup to meet a growing need to provide opportunities and support for children with disabilities. During that time period, there were limited options available for children with disabilities and their families.

As the organization evolved into a school in the mid-1970s, the school's founder, Carrie Foss, continued to demonstrate her leadership as a pioneer in this field, to provide opportunities for children with special needs, where there previously had been none. This is the foundation on which the school is built: people who see potential, and are willing to step outside of the mainstream to make a difference in the lives of children and young adults with disabilities.

Today, MSNE continues to embody that legacy as a renowned, non-profit, specialized, day school for students with significant developmental, physical, medical, behavioral and emotional disabilities, ages 5-22, located in Rochester, New Hampshire. Since its founding, over 300 students have graduated from the school.



The Monarch Way



The Monarch School of New England is guided by the belief that possibilities are unlimited for students with special needs. Instead of focusing on what students cannot do, Monarch paves the way for students to flourish, based on their own capabilities. This belief is reflected in the variety of programs offered beyond academics, and in the shared values that guide daily staff operation.

Our values include:

- **Compassion**
- **Collaboration**
- **Enthusiasm**
- **Professionalism**
- **Happiness**

Together these values combine to create “The Monarch Way”. Our values drive our every decision. We care deeply about the success of each child. Each day we demonstrate our energy and eagerness to support our students’ efforts and achievement. We strive to reflect the highest levels of professional skill and behavior in our every action. Our students and staff share in the joy of each achievement, however small.

The Monarch Way

We are proud of our unique skills. We ensure that educational and professional staff are proficient in the latest skill sets that benefit our students. We ensure that all new staff receive ongoing training and a period of mentorship before they provide direct services to our students.

Our collaborative service delivery model ensures that team members work together and share skills which benefit each student. Understanding the diverse viewpoints and skills of our team members allows important components of each student's program to be implemented throughout the school day. The location of full time specialists in each school building further enables our exceptional service delivery.



We maintain a full staff of service providers including highly skilled Special Educators, skilled Paraeducators and Teacher Assistants, an Adaptive Physical Educator, Occupational, Physical, and Speech Therapists, Licensed Practical Nurses and Registered Nurses, a Horticulture Therapist, School Psychologists, Board Certified Behavior Analysts, and a Teacher of the Visually Impaired. We encourage orthotists and durable medical equipment vendors to service student equipment, including wheelchairs, in the school environment. Our Assistive Technology Professional, in collaboration with other therapists, enables students to be matched and trained with supportive technology, including communication devices. We offer assistance to families in obtaining financial support for purchase of these devices.

We regularly consult with NH Special Medical Services for consultations with feeding experts to develop skills and ensure safety at mealtime in school. Our Vocational Team includes a certified educator, and vocational assistants. Together with classroom educators, this team develops work-based learning plans, leading to student placement in community jobs.

Strategic Plan

Monarch Today and Monarch in the Future

The mission of the Monarch School of New England is to support individuals with special needs so they can realize their greatest potential. In this nurturing environment, a comprehensively trained staff works one-on-one with each individual, uniquely integrating both education and therapy, to ensure successful transitions into school and into the community.

The school's vision is to bring individuals with intellectual, physical, medical and behavioral disabilities into the mainstream of everyday life.

At the foundation of the school's ability to deliver on its mission and bring its vision to life, is the staff leadership and the Board of Directors. Together they guide the school's direction, culture, and reputation to ensure adaptability and sustained long term operations.



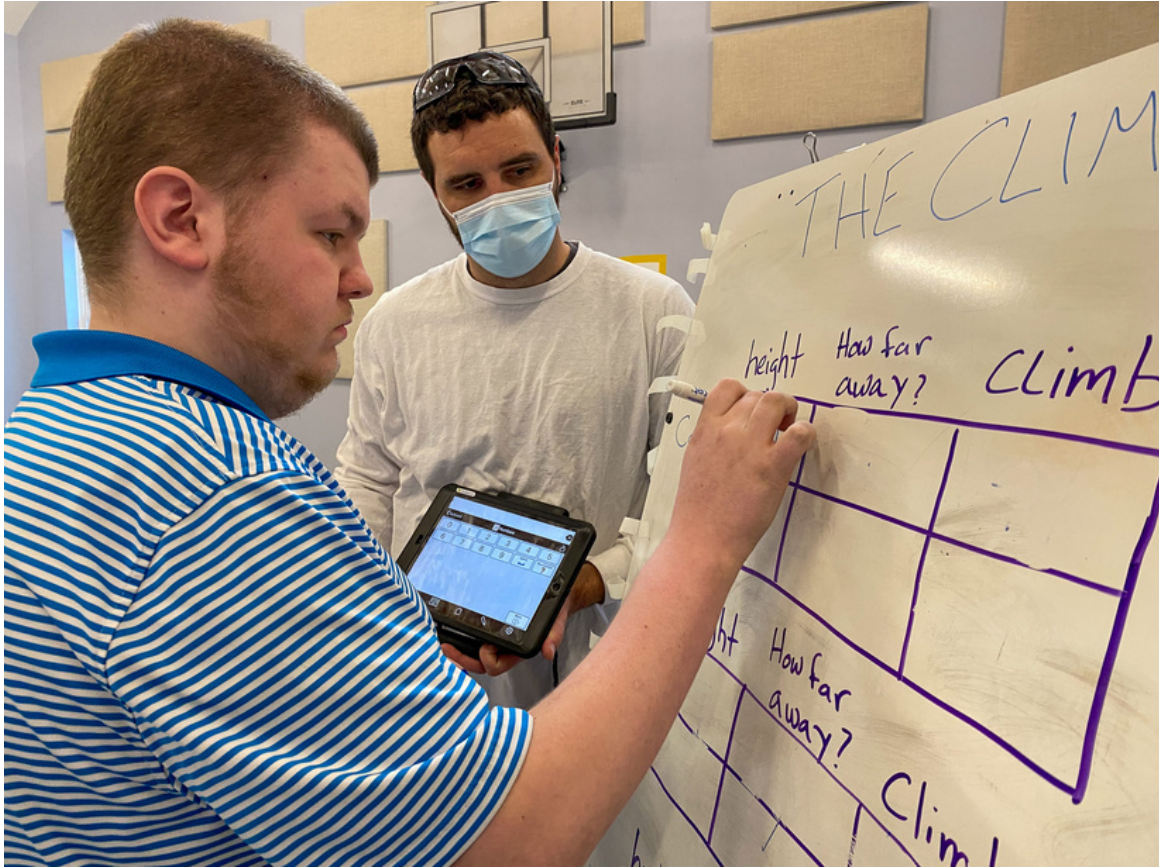
MSNE has provided education and services to students with severe disabilities for over 45 years. We address areas of student disabilities including intellectual, physical, medical and/or developmental. The organization's success is rooted in its values and beliefs.

Our dedicated staff uses an integrated team approach with a vast array of traditional and innovative programs to meet each student's unique needs.

Purpose of the Strategic Plan

- A guide for the Executive Director and Board
- A message to donors and investors to instill confidence in our organization, and in the excellence of our services for the benefit of students.
- Transparency for staff, parents, and school district partners to ensure our continued exceptional service for each student.

Monitoring and Evaluation



The school's Board of Directors will be responsible for monitoring the strategic plan's progress and will share the responsibility for implementation with executive leadership.

Monitoring and Evaluation of the Plan

In addition to actively supporting this plan's implementation, the Monarch School of New England Board of Directors will also monitor and evaluate the implementation through semi-annual review and analysis of the plan's reporting dashboard.

Pillars of the Strategic Plan



The goals of the strategic plan are organized around four pillars, or focus areas. It is these pillars which will frame the work to be accomplished in the next five years.

Programs: Ensure current and future programming is data-driven, based on best practices, and evaluated for effectiveness in fostering student success.

Staff Empowerment & Engagement: Empower, engage, and retain our current staff and attract additional highly-qualified, committed and diverse professionals guided by the school's core values.

External Community: Be recognized as a leader and innovator in working with individuals with special needs toward realizing their greatest potential.

Sustainability: Ensure the financial resources for successful long-term operations.

Pillar #1: Programs

To achieve its goal of ensuring programming is data-driven, based on best practices, and evaluated for student success, MSNE will:

- **Utilize a comprehensive teaching, training and evaluation system for student success.**
- **Optimize and maintain a comprehensive student transition program most likely to result in student employment and community integration.**
- **Thoroughly investigate the establishment and maintenance of robust programming for new populations of students, including adult programming to support those transitioning beyond their school years, and a developmental preschool program designed to meet the early childhood needs of students with significant disabilities.**



MSNE is driven by the best interests of its students to facilitate them in becoming fully participating adults in their communities. To accomplish this, MSNE excels at adapting and innovating to meet the evolving needs of its students.

MSNE is committed to implementing uniform and equitable teaching methods and evaluating student outcomes with the aim of constant enhancement and improvement.

This will ensure MSNE's position as a leader and innovator that is best suited to meet the needs of students with significant disabilities in the New England region.

Pillar #1: Programs

In order to support and enhance academic outcomes for students with significant cognitive disabilities and complex communication needs, MSNE partners with the University of North Carolina at Chapel Hill's Project Virtual Coaching (Project VC). UNC Chapel Hill is a nationally recognized leader in the field of special education for students with significant disabilities. This partnership provides ongoing training and support to MSNE staff in using evidence-based and data-driven teaching methodology and assessment, and will be uniformly implemented across all MSNE classrooms.



Students who transition out of MSNE are often placed with adult services agencies that lack the supportive programs and variety of staff that MSNE offers. Parents can be unprepared to take on the case management and program responsibilities that MSNE previously provided. To ease student transitions, MSNE assesses the demand for expanding the current transition program in order to support continued student success and employment post-transition, including exploring potential partners, needed resources, and obstacles.

MSNE prospectively aims to expand educational programming to new populations of students, including adult services and preschool, to assist the public school systems in addressing the needs of students with disabilities in these age groups. MSNE will investigate the demand for adult programming to continue to benefit students after they fully transition beyond their school years. MSNE will also assess the need for a developmental preschool to be established as a feeder program to our existing school offerings. Early intervening services are key to the success of students with significant disabilities. As feasible, MSNE will design and launch programming for these populations of students.

Pillar #2: Staff Empowerment & Engagement

To achieve its goal of empowering, engaging, and retaining our current staff and attracting additional highly-qualified, committed and diverse professionals guided by the school's core values, MSNE will:

- **Focus on high staff morale, job satisfaction and an exceptional culture.**
- **Continue to provide extensive and ongoing professional development opportunities.**
- **Prioritize protocols and initiatives to ensure the health and safety of all staff members.**



Pillar #2: Staff Empowerment & Engagement

One of the school's most broadly cited organizational strengths is the dedication and expertise of our talented staff. MSNE is passionate about maintaining a culture where everyone can thrive personally and professionally, and where all voices matter and are heard. The school's mission is to enrich and nourish the lives of staff as much as we do the lives of students and families. MSNE is dedicated to ensuring all staff experience a sense of belonging to a larger Monarch community.

MSNE promotes a professional environment built on expertise, mentorship, and leadership. The school supports its staff by providing comprehensive orientation and training, continuing education, and ongoing professional development opportunities, ensuring the advancement and growth of each individual. MSNE will continue to deepen the staff leadership pipeline for the organization, a critical strategy which makes the school resilient during transitions among leadership.

MSNE provides a safe environment for staff, students, volunteers and visitors. To achieve the goal of eliminating or controlling all known and potential health and safety hazards for students and staff on and offsite, the school ensures that all staff are trained in protocols to maintain a safe working environment. The school is also focused on promoting individual health and wellness in a holistic context, recognizing the interdependence of supported staff, healthy students, and informed families. MSNE's Wellness Committee will continue to develop proactive programs dedicated to an improved health profile for the larger Monarch community.



Pillar #3: External Community

To achieve its goal of being recognized as a leader and innovator in working with individuals with special needs toward realizing their greatest potential, MSNE will:

- **Increase awareness of the needs of our students and their families, including adult programing, transition services, access to medical and mental health care, and affordable and accessible housing and transportation.**
- **Make MSNE's vocational training program available as a fee-for-service to benefit students who continue their education in their home schools.**
- **Establish a Center for Excellence in New England with teachers trained in delivering The Monarch Way to benefit students with significant disabilities.**



Pillar #3: External Community

Continual and purposeful advocacy work is critical to educate New Hampshire's community and state leaders about the needs of our students and their families. The ongoing use of print and online media to focus on student and family needs, as well as hosting visitors and inviting influential community members to MSNE events, will support our advocacy efforts. MSNE is committed to remaining at the forefront of efforts to advocate for students and to educate state lawmakers on the impacts of policies upon schools and students.

MSNE has a Vocational Services Director who makes connections with business partners, area agencies, and directors of vocational programs that serve students with varying abilities. MSNE students are placed in Work Based Learning Opportunities designed to support their developing vocational skills. Ultimately, it is MSNE's goal to make our vocational program available to students from public schools on a part-time basis for the short or long term. This will be accomplished by offering vocational training on a fee-for-service basis, while students continue their education in their home schools.

MSNE is recognized as a superior special education resource in the region for students with significant disabilities. In order to become a true Center for Excellence, MSNE will continue to adopt and implement uniform, research-designed, data-driven teaching methodologies and programming in all classrooms. As a Center for Excellence, MSNE will begin to offer training in The Monarch Way to area public schools on a tuition basis. This project will begin with one public school district, with plans to add additional districts as supported by MSNE staffing and school district interest. Establishing a Center for Excellence will also signal to individuals looking to become special educators and related service providers that MSNE is a top-tier choice to enhance their training and professional development. This will also create a pipeline of exceptional talent for MSNE's own programs.



Pillar #4: Sustainability

To achieve its goal of ensuring financial resources for successful long-term operations, MSNE will:

- **Continue to implement cost-effective protocols to reduce operating expenses.**
- **Increase contributions by diversifying funding sources to support operating and special project costs.**
- **Establish and maintain an endowment as a reliable platform for managing long-term investments.**



Pillar #4: Sustainability

Two streams of work will play a key role in the path to financial sustainability: reducing operating expenses and increasing fundraising activity. MSNE's financial model of reimbursements from school districts currently covers operating costs, but becoming financially 'bulletproof' against unexpected challenges or shifts in reimbursement politics and protocols is a fundamental goal. Implementing a process to systematically review costs and reduce expenses where possible will bring a new level of financial oversight to the school.

Strengthening fundraising efforts and strategically identifying opportunities and activities that have high contribution potential will move the school toward its goal of continually increasing contributions. To successfully achieve this goal, we will continue to evolve our programs and practices, and identify people and resources that can augment existing capacity.

MSNE will work with an investment partner to establish and maintain an endowment. This endowment will enable individuals to donate directly to MSNE to support its programming and mission on a long term basis. This cooperative experience will facilitate an alignment of goals and values between the school, staff, students, families, and the broader community.





Monarch School

of New England

VISION

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MISSION

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