

Elizabeth McAndrews

EXPERIENCE: **AMESBURY, MASSACHUSETTS PUBLIC SCHOOLS**

October 2021-Present Acting Superintendent, Amesbury Public Schools, Amesbury, MA

- Serve as the Acting Superintendent of a school district of approximately 1850 students in five schools
- Led the development of an annual budget of more than \$34,000,000
- Oversaw a professional faculty and staff in excess of 200 employees
- Collaborated with school leaders on the daily operations of the school district
- Contributed to the oversight of the AES building project serving on both the Building Committee and the Implementation Committee
- Participated in the negotiations of one collective bargaining agreement, at least three memoranda of understandings, and several individual employment contracts
- Sought to consistently provide a high level of effective, strategic leadership for the school district
- Collaborated with school principals and staff to advance curriculum, instruction, and assessment
- Conducted Central Office retreat to update and streamline the administrative side of the hiring process for the district
- Regularly engaged in and supported professional development activities that seek to further develop skills in strategy development, data analysis, instructional leadership, and School Committee-Superintendent relations
- Developed and implemented a planning group for a full return of students during a world pandemic. In addition, provided support and oversight of each building's planning group
- Worked to create the conditions necessary for all students to achieve at the highest levels possible under the conditions created by a world pandemic
- Collaborated with Fire and Police Departments to maximize the safety and security for all who work and learn in the schools of the district
- Participated in planning for local COVID 19 vaccine clinics
- Advocated with local and state officials to secure the resources needed to provide a high-quality academic and extra-curricular experience for all students

July 2016 - October 2020

Principal of Amesbury High School

Administrative Leadership

- Facilitated the high school planning group for the reopening of schools (Fall 2020)
- Recruit, develop, and maintain high quality professional staff
- Implement the observation and evaluation of teachers
- Develop and maintain an operating budget and strategic fiscal plan
- Mentor new high school administrators
- Partner with administrators, teachers and the president of Amesbury's Federation of Teachers to review the supervision and evaluation process, including the revision of the teacher evaluation tool for school year 2020-2021
- Collaborate with administrative leadership team to develop system-wide safety measures for all students in grades K-12
- Serve as a member of the district wide Security Team, which consists of school administrators, town police and fire officials
- Presentations to the School Committee on topics such as school based budget proposals, MCAS results, School Improvement Plans, handbook revisions, and new high school schedule.

Special Education

- Work collaboratively with the Director of Special Services, Special Education Facilitator and general and special education staff to create specialized programs to meet the needs of all learners
- Recruit, develop and retain a variety of special education personnel for specialized positions
- Refine and develop programs to meet the needs of our students and to reduce the number of students needing out of district placement.
- Active participation in the Team meeting process to report student progress, develop appropriate programming and maintain positive communication among parents, faculty and administration
- Collaborate with community support agencies including Pettengill House to identify students and families in need of services

Student Achievement

- Direct ongoing professional development initiatives to establish use of content area objectives and success criteria in all in all courses.
- Work directly with teachers, parents and staff members to support students' academic, social and emotional growth

Curriculum/Professional Development

- Instrumental in planning and implementing professional development opportunities for teachers to support the School Improvement Plan and curriculum initiatives
- Organized and facilitated Learning Walks for all teachers
- With the Director of Teaching and Learning, over the course of three years, facilitated the incorporation of Social Emotional Learning into the curriculum revision process.

July 2011-June 2016

Assistant Principal of Curriculum of Amesbury High School

- Supervise and evaluate staff members with both professional and non-professional status. Assisted with the development of the platform (OASYS and then Teachpoint) for the new evaluation system.
- Administer discipline for grades nine and ten. Routinely conduct investigations of varied natures.
- Serve as District Equity Coordinator. Co-chaired committee to write Amesbury Public School System's Bullying Plan.
- Order, organize, and execute all aspects of MCAS. Track scores for all students, ensuring that those who need to be retested in order to meet the competency determination are tested.
- Oversaw the revision, reorganization, and inputting of curriculum for all content areas into the Aspen/X2 system.
- Served as a member of the Steering Committee for the NEASC visit May 2013. Integral part of the self-study process and the planning of the visit.
- Created a Student Advisory Program and oversaw its implementation.
- Scheduled the high school for five school years.
- Liaison to the consultant from Teaching and Learning Alliance, the primary outside professional development opportunity for high school teachers. Assist teachers with the implementation of the Gradual Release of Responsibility, peer observation and feedback as well as individual goal setting and self-reflection (when under contract with AHS).
- Served as 504 Coordinator, conducting both initial and annual eligibility meetings, designed 504's, and assisted with implementation as needed.
- Designed and delivered multiple professional development opportunities at the building level.
- Active participant in hiring at the building level.
- Mentored member of staff who was in the MSSAA's LLP program.

July 2006-June 2011

Dean of Students/Activities/Athletic Director

- Served as Athletic Director from 2006 to June of 2011. Dealt with all aspects of the position, including but not limited to, scheduling, facilities management, issue resolution, and budget management.
- Member of MSSAA Board of Directors, MIAA Game Officials Committee, District A Committee, and Eligibility Review Board.
- Administer discipline for grades eleven and twelve. Routinely conduct investigations of varied natures.

TRITON REGIONAL HIGH SCHOOL BYFIELD, MASSACHUSETTS

July 1997-June 2006

History Teacher, Athletic Director, and Assistant Principal

- Taught freshman and junior history courses at all levels for the first 3 years
- Designed and delivered lessons in World History, US History and AP US History
- Coached field hockey at Triton and basketball at other CAL schools..
- Served as Athletic Director while teaching a reduced schedule. Conducted evaluation of coaches
- Worked as both Athletic Director and part time Assistant Principal during School Year 2005-2006

LITTLETON JR.-SR. HIGH SCHOOL LITTLETON, MASSACHUSETTS

July 1992-June 1997 History Teacher and Athletic Director

- Taught US History to all high school students and all levels including AP
- Served as Athletic Director while teaching a reduced schedule. Conducted evaluation of coaches
- Coached field hockey, basketball, and track for a range of years.

ASSOCIATIONS:

- Massachusetts Association of School Superintendents (MASS)
- CREST Board of Directors
- North Shore Superintendents RoundTable (NSSRT)
- Massachusetts School Administrators Association (MSAA)
- MIAA Game Officials Committee - Chair
- District 5 Committee Member
- National Associations of Secondary School Principals (NASSP)
- Association for Supervision and Curriculum Development (ASCD)

PRESENTATIONS

Connecting Social, Emotional, and Academic Learning with *Understanding by Design*

- March 2017 - ASCD Conference
- July 2017 - MASS Summer Conference

MENTOR:

COACH AND ADVISE ASPIRING ASSISTANT PRINCIPALS

- **LLP Program - 2014**
- **UMass Lowell - 2015**

EDUCATION: 1992 BOSTON UNIVERSITY, Boston, MA

Master of Arts in Teaching

Major: History and Education

1988 DARTMOUTH COLLEGE, Hanover, NH

Bachelor of Arts

Major: History

CERTIFICATION: MASSACHUSETTS (Certificate #345564)

- Superintendent/Assistant Superintendent
- Principal/Assistant Principal (9-12)
- History Teacher (9-12)
- SEI Administrator

AWARDS:

2019 Massachusetts Association of Student Councils (MASC) Principal of the Year

FRANK A. TIANO, ED.D.

EDUCATION

University of Massachusetts Lowell	Doctor of Education / Leadership in Schooling	June 2006
Simmons College	Master of Arts in Teaching/ Elementary	May 1990
Bentley College	Bachelor of Science / Management	May 1989

CERTIFICATION

Massachusetts Licensure:

- Superintendent/Assistant Superintendent (All Levels), Professional
- Principal/Assistant Principal (5-8), Professional
- Principal/Assistant Principal (PreK-6), Professional

EDUCATIONAL LEADERSHIP HIGHLIGHTS

Instructional Leadership

Superintendent - Uxbridge

- Created and implemented district comprehensive 3-year strategic plan that aligned district, school, and department goals providing clear direction for all instructional, technological, and financial decisions
- Calibrated data vertically with administrators related to student learning and well-being to improve curriculum, instruction, assessment practices, programs and services
- Evaluated success and recommended improvements to the district's Multi-Tiered System of Support Framework to ensure targeted supports and interventions using data were in practice to meet the needs of all students across the district
- Worked collaboratively with Uxbridge Teachers Association (UTA) to pilot a more robust and productive teacher leadership structure to vertically align curriculum, analyze data and share best teaching practices across the district
- Implemented administrative professional development for observation calibration, including engaging in joint observations, to provide specific and deeper instructional feedback to improve student learning
- Collaboratively developed remote/hybrid/in person learning models with community, staff and administrative feedback to flexibly meet the academic needs of all students during the pandemic while adhering to safety requirements
- Was one of the only districts in the Blackstone Valley to provide in-person learning for our Extended School Year population
- Supported administrative efforts to secure \$1,075,000 in competitive grants, including Innovative Pathways, MASS Skills Capital, Project Lead the Way, MassStem, for state of the art STEAM equipment and teacher training to provide state of the art opportunities for our students
- Secured opportunity to participate with the Parabola Project as one of eight districts in the commonwealth to provide feedback on the guidance and tools that DESE would share with school districts statewide regarding the mitigation of COVID-19 related risks while maximizing community learning and wellbeing.

Superintendent - Chelmsford

- Created and implemented district's first comprehensive 5-year strategic plan that aligned district, school, and department goals providing clear direction for all instructional, technological, and financial decisions: 90% of goals met within 4 years;
- Worked collaboratively with teacher and administrator unions to be one of the first Massachusetts districts to develop and implement educator evaluation tools with 100% of staff within the first year;
- Targeted curriculum, instruction, and financial resources to elevate high school's state accountability level from Level 2 to Level 1;
- Created a system of continuous assessment, analysis and response resulting in 1 year student growth in ELA and Math across the district; and
- Led district that was recognized nationally for:

- Digital Learning - National Connected Summit at the White House (2014)
- Advanced Placement Achievement - College Board AP Honor Roll (2012, 2013, 2014, 2015)
- Music Education - National Association of Music Merchants (2013, 2014 2015)
- Universal Design for Learning - 1 of only 4 districts nationally to receive Center for Applied Special Technology (CAST) grant (2012).

Management and Operations

Superintendent - Uxbridge

- Collaborated with police, fire, and town officials to redevelop and implement a comprehensive Incident Management Plan, based on state and federal models, to safeguard the well-being of students and staff;
- Negotiated three collective bargaining agreements and six Memorandums of Agreement with Uxbridge Teachers Association
- Developed a comprehensive hiring model to ensure that our students' learning and safety are in the hands of highly qualified teachers and staff
- Redesigned and aligned each school's Student/Family Handbooks with each other and with district policies and applicable laws and regulations
- Led the design, development, and implementation of a preK-12 District Social/Emotional Task Force that has aligned district and school approach to student social and emotional development and well-being
- Reinitiated District Wellness Committee
- Reviewed and edited all Mandatory Training Manual for staff to comply with state, federal, local laws and school committee policies
- Led a rigorous district review through DESE's Office of District Reviews and Monitoring (ODRM), including reviewing and submitting 100s of documents, and a district self-assessment also used for district reflection and planning
- Initiated over \$800,000 in capital projects to provide appropriate heating, ventilation, and security for our students and staff
- Initiated and worked with a team to define process, expectations, and training for the collection and reporting of state data to ensure accuracy in assessment of, and financial distribution, to UPS
- Designed teams of staff and administrators, in conjunction with the Uxbridge Board of Health, to identify, repair, and monitor ventilation and other facility needs of our schools to ensure a healthy environment for our students and staff during the pandemic

Superintendent - Chelmsford

- Redesigned financial budgeting, reporting, and operational procedures, with support from a consultant and Massachusetts School Business Officials (MASBO), resulting in accurate and real-time financial reports based on school/program cost centers for continuous financial monitoring, planning, and transparency;
- Led the design, development, and implementation of a preK-12 social and emotional competencies program (P.R.I.D.E.) that provided continuity across eight schools;
- Collaborated with police, fire, and town officials to redevelop and implement a comprehensive Incident Management Plan, based on state and federal models, to safeguard the well-being of students and staff;
- Negotiated eight collective bargaining agreements including first teachers' contract to be signed without mediation in over 20 years; and
- Collaborated with the town and other school districts to implement cost saving efficiencies:
 - combined firewall, email and phone systems, server room, and disaster recovery with the town saving \$400,000 in year one;
 - merged food service leadership (Billerica Public Schools) saving \$50,000 in year one;
 - bid for out-of-district transportation (Billerica/Tewksbury Public Schools) saving \$25,000 in year one

Family and Community Engagement

Superintendent - Uxbridge

- Designed and implemented Superintendent's Entry Plan that included structured individual and group conversations with 53 individuals; school visits prior to start date; parent communication survey; weeklong school-based residencies; Superintendent Chats at local meeting places; town tours with three diverse members of the community
- Prioritized communication with all stakeholders through development of strategic planning, new website, social media, online chats, newsletters, online surveys, and open forums to provide accurate and timely information regarding the school district and receive stakeholder feedback
- Created and hosted cable access show, Behind the Black & Orange, bringing the incredible, but often unseen, work of our staff and students to the public at large
- Developed and facilitated a Parent Council to engage in discussion with and feedback around the Strategic Plan, district and school improvement plans, and build a collaborative culture
- Ensured continuous and coordinated district and school multimedia communication during the pandemic providing the community with accurate information from the federal, state, and local level regarding the coronavirus and its impact on our closing, redesigning, and opening our school district

Superintendent - Chelmsford

- Prioritized communication with all stakeholders through development of strategic planning, new website, social media, online chats, newsletters, online surveys, and local cable programming highlighting students and staff to provide accurate and timely information regarding the school district and receive stakeholder feedback;
- Co-chaired Synthetic Field Committee with Town Manager that resulted in a \$2.5 million public/private effort to install two synthetic fields, one of which is open to the entire community; and
- Met quarterly with stakeholders at school committee/district administration open forums to answer questions and discuss the schools.

Professional Culture

Superintendent - Uxbridge

- Collaborated with UTA leadership to develop and implement a Joint Evaluation Committee to better understand the needs of our system of growing professional staff and develop joint training on the technical aspects of the process
- Developed and facilitated a Staff Council to engage in discussion, solicit feedback, and brainstorm ideas with members of our professional and support staff
- Worked with Director of Curriculum to Revise Mentoring Handbook including the addition of a joint program for second and third year teachers with Bellingham Public Schools

Superintendent - Chelmsford

- Oversaw the transformation of the teacher and administrator professional development into a system that:
 - aligned with district goals
 - followed the state guidelines to bundle PDPs
 - partnered with Fitchburg State University for in-house graduate classes taught by school staff
 - allowed for online management of PDPs
 - provided for dual means of taking courses (multi-part series or online)
- Presented with president of the teachers' union multiple times to provide one clear message regarding the educator evaluation process;

PROFESSIONAL EXPERIENCE

➤ Superintendent of Schools	Uxbridge Public Schools	2018-Present
➤ Assistant Superintendent	Framingham Public Schools	2015-2018
➤ Superintendent of Schools	Chelmsford Public Schools	2010-2015
➤ Assistant Superintendent	Chelmsford Public Schools	2009-2010
➤ Middle School Principal	Chelmsford Public Schools	2006-2009
➤ Elementary School Principal	Chelmsford Public Schools	2000-2006
➤ Elementary School Assistant Principal	Nashua Public Schools	1998-2000
➤ University Teaching Assistant	University of Massachusetts Lowell	1997-1998
➤ University Clinical Supervisor	University of Massachusetts Lowell	1997-1998
➤ Elementary Classroom Teacher	Nashua Public Schools	1990-1997

RELATED EXPERIENCE

➤ Board of Directors Member	Blackstone Valley Chamber of Commerce	2019-Present
➤ Board of Directors Member	BICO Collaborative	2018-Present
➤ Board of Directors Member	SWCEC Collaborative	2018-Present
➤ Regional Education Board Member	MetroWest YMCA	2016-2018
➤ Board of Directors Member	MSEC/Valley Collaborative	2010-2015
➤ Building Subcommittee Member	MSEC/Valley Collaborative	2013-2015
➤ Task Force Member	School Threat Assessment Response Systems	2010-2013
➤ Member (President 2013-2014)	Merrimack Valley Superintendents Association	2009-2015

RECOGNITIONS

- Selected for Massachusetts Delegation to Poland (2017)
- Chosen as 1 of 100 superintendents nationwide to attend the Superintendent's Summit at the White House to sign the Future Ready Pledge with the President of the United States (2014)
- Chelmsford Rotary Service Above Self Award Recipient (2014)
- Selected for Massachusetts Delegation to Finland and Germany (2013)
- Featured in Education Executive Magazine -providing best education/extracurricular activities within budget (2012)

PRESENTATIONS

- Speaker at MA Joint Committee on Education on Innovation Pathways (March, 2019)
- Session Panelist at MASS/MASC Conference on Parent-Teacher Home Visits (November, 2017)
- Guest Speaker for Collaborative for Education/Fitchburg State University class (2016)
- Presenter at FPS Full Professional Development Day on Managing Difficult Conversations (2016)
- Guest Speaker for 100 Males to College Kick-off at Framingham State University (2016)
- Featured Co-Speaker on Future Ready Initiative at #HUBChat with Extreme Networks (2015)
- Featured Speaker at MASS/MASC conference on PARCC community outreach (2014)
- Guest speaker for Doctoral Leadership class at Simmons College (2014)
- Featured Presenter at MASS/MASC conference on School Security (2013)
- Featured Presenter regarding special education costs for MASS video series for new superintendents (2013)
- Presenter at Center for Applied Special Technology (CAST) on the implementation of UDL (2012)

CURRENT AFFILIATIONS

- National Association of School Superintendents
- Massachusetts Association of School Superintendents
- Worcester County Superintendents Roundtable
- Association for Supervision and Curriculum Development

STEPHEN J. ZADRAVEC

PROVEN EDUCATIONAL LEADER

Experienced, goal-oriented, and collaborative educational leader with an inclusive mindset and strong communication skills.

PROFESSIONAL EXPERIENCE

2015-present **Portsmouth School Department** **Portsmouth, NH**
Superintendent

- Led district-wide goals on equity and opportunity, including the creation of an equity and opportunity index measure
- Successfully implemented later start times for middle and high school students
- Participated in multiple school construction projects, including a new middle school and major renovations to all elementary schools
- Crafted multiple goal-focused and fiscally responsible school department budgets in collaboration with city government
- Participated in multiple collective bargaining contract negotiations
- Appointed and served on Governor's Council for Thriving Children in support of early childhood education
- Appointed and served on the Military Interstate Children's Compact Commission

2016-present **Southern New Hampshire University** **Manchester, NH**
Adjunct Professor

- Taught in Masters and CAGS Educational Leadership program

2005-2015 **Portsmouth School Department** **Portsmouth, NH**
Assistant Superintendent/ Interim High School Principal

- Served as Interim High School Principal (Feb – July 2006)
- Facilitated process of building capacity for schools in the district to operate as Professional Learning Communities (PLC)
- Engaged K-12 educators in the process of determining essential student learning aligned with state and national standards
- Facilitated district-wide administrative PLC
- Created and taught in-house professional development courses
- Wrote and secured multiple competitive grants to support social-emotional learning
- Worked on the team to negotiate a new collective bargaining agreement with teachers, including a new performance-based pay structure
- Served on NH Accountability Task Force through the NH Department of Education
- Served on NH Literacy Task Force through the NH Department of Education

2002-2005 School Administrative Unit 39

Amherst, NH

Assistant Superintendent for Curriculum and Professional Development/Interim Principal

- Coordinated and led a curriculum revision process bringing three districts together to establish a common K-12 curriculum
- Assisted in the development of operating budgets for three districts
- Created a partnership with Plymouth State, enabling Masters and CAGS level courses to be offered to staff at SAU 39 schools
- Planned and organized professional development in-service days for all K-12 staff
- Coordinated the work of a multi-district committee to establish the vision and framework for a comprehensive system of assessment
- Served as *Interim Elementary Principal* of the Mont Vernon Village School during spring 2004 during turbulent time of transition
- Provided oversight for all regular education grants, wrote and managed federal grant for elementary World Language program, Title grants, and private foundation grants

1997-2002 Amherst Middle School

Amherst, NH

Math Curriculum Coordinator

- Collaborated in the writing of the K-12 math curriculum, including research, development, implementation, and program evaluation strategies focused on high standards for student learning
- Wrote Eisenhower Grant for collaborative professional development in math
- Implemented a peer observation model for classroom visitations
- Facilitated collaborative professional development for teachers through the 2-year Building Regional Capacity program from the Educational Development Center in Newton, MA
- Organized and facilitated collaborative teacher planning utilizing the Japanese Lesson Study model for professional development

1995-2002 Amherst Middle School

Amherst, NH

Grade 8 Teacher

- Taught 8th Grade Math, Integrated Math 1, Integrated Math 2, and Social Studies
- Served on committees to establish school vision, school goals, and student learner expectations
- Coached the Middle School Field Hockey Team, Middle School Softball Team, and MATHCOUNTS Team

1999 Nashua School District

Nashua, NH

High School Summer School Teacher

- Taught sections of Geometry and Algebra to students in grades 9-12.

1991-1995 Newmarket Junior/Senior High School Newmarket, NH

Mathematics Teacher

- Worked as a 6th grade math teacher on an interdisciplinary team. Developed the use of innovative strategies including cooperative learning and block scheduling
- Taught sections of math to 7th graders and high school students
- Advised the Middle School Student Council
- Coached Middle School Softball, JV Soccer, and the Math Team

1988-1991 Unquowa School Fairfield, CT

Substitute Teacher

- Taught various grade levels and subject areas at a K-8 private school

1990 Chesterfield School District Chesterfield, NH

Long-term Social Studies Substitute Teacher

EDUCATION

2015 Southern New Hampshire University Manchester, NH

Doctor of Education in Educational Leadership (Spring 2016)

Dissertation: *Reward School Leadership: Building a Good-to-Great Cycle of Excellence*

2005 Plymouth State University Plymouth, NH

CAGS, Educational Leadership

2002 Plymouth State University Plymouth, NH

Master of Education, Educational Administration and Supervision K-12 Certification

1991 Keene State College Keene, NH

Bachelor of Science, Dual Major: Education/Social Science, Cum Laude

Option: Middle School/Junior High School Mathematics Education

Minor: Mathematics Education

1999-2001 University of Massachusetts, Lowell Lowell, MA

Three Graduate level Mathematics and Professional Development courses as part of the Building Regional Capacity program for leadership and professional development

CERTIFICATIONS

- Superintendent, State of NH
- K-12 Principal, State of NH
- Assistant Superintendent, State of NH
- Experienced Educator Certificate, Middle School Math, State of NH
- Experienced Educator Certificate, Social Studies, State of NH