

Amesbury Public Schools

Superintendent's Goals - August 1, 2021 through August 30, 2022
Elizabeth S. McAndrews

Professional Practice Goal *New Superintendent Induction Program*

Goal Statement: To ensure the highest level of effective, strategic leadership for our district, the Superintendent will participate in Year 1 of the New Superintendent Induction Program (NSIP) in order to develop her skills in strategy development, data analysis, instructional leadership, leadership team development, and School Committee-Superintendent relations.

Impact: By the completion of the Entry Plan, the School Committee will have an understanding of the educational direction in which the District will head during the next 1-3 years. I will share the findings of the Entry Plan with School Committee members. The findings will help to drive the development of the Strategic Plan for District improvement

DESE Superintendent and District Administrators Rubric: I-D-1, IV-A-1, IV-D-2 and **MASC Superintendent Evaluation: An Explanation and Guide to a Meaningful and Manageable Evaluation Process:** II-A, II-C, III-A, IV-C, IV-D, IV-E

Actions	Benchmarks/Evidence	Timeline	Progress Update
Develop and present a written Entry Plan Timeline to the School Committee. It will include the operational process of data collection, stakeholders to be interviewed, documents to be reviewed and analyzed	<ul style="list-style-type: none">Superintendent's Entry Plan TimelineSC Agenda with Timeline presentation	July 2021 - September 2021	
Gather data from stakeholders within the school and greater community to begin the process of goal setting for the District.	<ul style="list-style-type: none">Surveys and survey dataSummaries of one on one meetingsObservations from classroom and school visitsReview of district documents	September 2021 - December 2021	
Analyze data collected to determine critical areas of improvement to help determine district goals.	<ul style="list-style-type: none">Draft of understandings from data analysis	January 2022-March 2022	
Present findings	<ul style="list-style-type: none">Superintendent's Report of	April 2022	

	Entry Plan Findings		
Collaborate with the District Leadership Team to identify 3 to 5 student learning and district goals in order to strengthen instructional practices and student achievement	<ul style="list-style-type: none"> List of draft student learning and district goals 	April 2022 - June 2022	
Attend all group seminars of the 12th Cohort of the 2021-2022 NSIP	<ul style="list-style-type: none"> Agendas from seminar days 	July 2021 - May 2022	
Consultation with my assigned coach, Jane Tremblay, at least monthly	<ul style="list-style-type: none"> Agendas from consultation sessions Feedback from Coach 	July 2021 - June 2022	

Student Learning Goal <i>Build a Highly Effective Leadership Team</i>			
Goal Statement: To ensure the highest level of effective, strategic leadership for our district, I will develop the District Leadership Team into a high functioning team with a shared vision for excellence in teaching practice and effective instructional leadership.			
Impact: By developing a high functioning District Leadership Team, a consistent vision of excellent teaching will be perpetuated throughout the district thereby all students will have the opportunity to maximize their learning experience.			
DESE Superintendent and District Administrators Rubric: I-A-1, I-B-1, I-B-2, I-B-3, I-C-2, I-D-1, I-D-3, I-E-2 and MASC Superintendent Evaluation: An Explanation and Guide to a Meaningful and Manageable Evaluation Process: I-B, I-C, I-D, I-E, II-B, II-C, IV-A, IV-D			
Actions	Benchmarks/Evidence	Timeline	Progress Update
Develop relationships with one another that rely on honesty, trust, and respect in order to serve the Amesbury Public School community with integrity.	<ul style="list-style-type: none"> Leadership Team Survey results 	July 2021 - June 2022	

Participate in Learning Walks prior to Leadership Team meetings. Groups comprised of principals and district administration	<ul style="list-style-type: none"> • Sample observation feedback to faculty • Specific lens(es) used for Learning Walks • Schedule and list of groups for Learning Walks throughout the year 	September 2021 - May 2022	
Individual observational rounds with each principal followed by a discussion of the instructional practices in his/her individual school	<ul style="list-style-type: none"> • Schedule of individual walks • Sample of discussion notes from an observational round 	September 2021 - May 2022	
Ongoing work with Carol Gregory from Ribas to support consistent feedback, observation, and evaluation of teachers	<ul style="list-style-type: none"> • Agendas from trainings • Resources provided • Summary of discussions/analysis 	August 2021 - May 2022	
Fair, consistent, and effective classroom teacher evaluations	<ul style="list-style-type: none"> • Agendas from trainings with Carol Gregory from Ribas • Agendas from Leadership Team Meetings where trainings, conversations, and calibrations occur • Sample observation feedback to faculty 	August 2021 - May 2022	
Review of educational journals/articles or other professional resources for the purpose of understanding Literacy Systems of Student Support to build consistent MTSS models PK-5	<ul style="list-style-type: none"> • Sample readings • Summary of conversations and any resulting applications of knowledge • Visual representation of current structure and potential areas for improvement 	September 2021 - May 2022	

<p>District Improvement Goal 1 <i>Enhanced Communication with Amesbury Public Schools Stakeholders</i></p>
<p>Goal Statement: To ensure that all members of the Amesbury Public Schools community are appropriately informed, I will sustain and/or enhance</p>

communication with all stakeholders including students, faculty, parents, School Community, and the greater Amesbury Community.

Impact: All Amesbury Public Schools stakeholders will have access to information about the education of students, co-curricular activities, and other relevant information and topics that are pertinent to the social, emotional, and academic growth of students and faculty.

DESE Superintendent and District Administrators Rubric: III-A-1, III-A-2, III-B-2, III-C-1, IV -C-1 and **MASC Superintendent Evaluation: An Explanation and Guide to a Meaningful and Manageable Evaluation Process:** III-A, III-C, IV-C

Actions	Benchmarks/Evidence	Timeline	Progress Update
Publish and send monthly newsletters informing stakeholders about important APS news, information, and events	<ul style="list-style-type: none"> • Newsletters 	August 2021 - June 2022	
Utilize social media at least 5 times a month	<ul style="list-style-type: none"> • Social media posts 	August 2021 - June 2022	
Attend monthly SEPAC, PTO, PAG and other community meetings when agenda items are relevant and attend school/community events when possible	<ul style="list-style-type: none"> • Agendas from individual meetings • Actions and/or communications made in response to meetings 	August 2021 - May 2022	
Communicate weekly with the School Committee documenting the weekly highlight, celebrations, and concerns from the District	<ul style="list-style-type: none"> • emails 	August 2021 - June 2022	
Take steps towards consistency between school pages of the District's website	<ul style="list-style-type: none"> • Notes from meetings regarding updates • Communications regarding expectations about building web pages 	August 2021 - May 2022	
Visit each school for lunch once a month with the Chief of Police	<ul style="list-style-type: none"> • Calendar of lunch visits 	September 2021 - December 2021	
Visit individual buildings and classrooms throughout the district with the respective principal and invited School Committee members. Send a follow up communication to	<ul style="list-style-type: none"> • Calendar of classroom visits • Sample messages to staff 	October 2021 - May 2022	

faculty members that highlights excellence in their professional practice.			
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District Improvement Goal 2
Technology

Goal Statement: To refresh technology infrastructure and utilize individual student and teacher devices to effectively enhance teaching and learning for all students.

Impact: By upgrading and reconfiguring infrastructure and providing students in grades 5-12 individual devices, the capacity of Amesbury Public Schools will increase the staff's ability to support student learning across the district.

DESE Superintendent and District Administrators Rubric: II-A-2, II-D-1, IV-E-1 and **MASC Superintendent Evaluation: An Explanation and Guide to a Meaningful and Manageable Evaluation Process:** IV-E

Actions	Benchmarks/Evidence	Timeline	Progress Update
Support the infrastructure refresh and reconfiguration throughout the district	<ul style="list-style-type: none"> • Invoices from technology purchases • Samples of student work and teacher instruction that integrates technology into instruction • Notes that summarize meetings with the IT Director and progress • Periodic reporting to School Committee • Successful access to wifi 	September 2021 - May 2022	
Add devices throughout the district to work towards being a one to one district	<ul style="list-style-type: none"> • Invoices from device purchases • Devices in the hands of students 	August 2021 - May 2022	

Reconvene the Technology Committee to create a 5 year Technology Plan for the district	<ul style="list-style-type: none"> • Agendas and roster from committee • Draft Technology 5 Year Plan 	September 2021 - May 2022	
Share 5 Year Technology Plan update with School Committee	<ul style="list-style-type: none"> • Draft Plan • Presentation outline • School Committee meeting agenda 	May 2022	
Reduce our Software as a Service (SaaS) footprint to remove redundancy and protect student information.	<ul style="list-style-type: none"> • SaaS list from Summer 2021 • SaaS list SY 2021-2022 	August 2021 - May 2022	
Create and/or revise policies for technology use	<ul style="list-style-type: none"> • Revised policies • New policies 	September 2021 - May 2022	