

Amesbury Public Schools
 Superintendent's Goals - August 1, 2022 through July 30, 2023
 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 2 of the New Superintendent Induction Program (NSIP) in order to continue to develop her skills in strategy development, data analysis, instructional leadership, leadership team development, and School Committee-Superintendent relations.

Impact: Through the completion of the District Strategy, the School Committee will have an understanding of the educational direction in which the District will head during the next 3 years. The District Strategy will drive budget development, instructional priorities, School Improvement Plans and professional development. When completed, I will share the District Strategy with the School Committee, District staff, and the greater Amesbury community.

MASC Focus Indicator: *Standard IV: Professional Culture - IVD: Continuous Learning*

Actions	Benchmarks/Evidence	Timeline	Progress Update/Evidence
Attend all group seminars of the 12th Cohort of the 2022-2023 NSIP	<ul style="list-style-type: none"> • Calendar of meeting dates • Agendas from seminar days 	September 2022 - May 2023	
Complete all readings, participate in discussions, and complete all writing assignments	<ul style="list-style-type: none"> • Sample readings and responses 	September 2022 - May 2023	
Consultation with my assigned coach, Jane Tremblay, at least monthly	<ul style="list-style-type: none"> • List of topics discussed during conversations 	July 2022 - June 2023	<ul style="list-style-type: none"> • Leadership Retreat July 18th - Core Value Development
Attend North Shore Superintendents' Roundtable (NSSRT)	<ul style="list-style-type: none"> • Calendar of meeting dates • Agendas 	September 2022 - June 2023	
Participate in ECLC (Essex County Learning Collaborative)	<ul style="list-style-type: none"> • Agendas • Products • SEED 2 agendas 	August 2022 - June 2023	
Collaborate with appropriate stakeholders to complete the new District Strategy	<ul style="list-style-type: none"> • Agenda from LT Retreat (Core Values) • Vision and Mission Statement Review highlights • Strategic Objectives and Action Steps 	July 2022 - December 2022	

	<ul style="list-style-type: none"> • Create final draft 		
Present District Strategy	<ul style="list-style-type: none"> • SC Presentation • Final Document 	January 2023	

Student Learning Goal
Build a Highly Effective Leadership Team

Goal Statement: To ensure the highest level of effective, strategic leadership for our district, I will further develop the District Leadership Team into a high functioning and unified team with a shared vision for excellence in teaching practice and effective instructional leadership.

Impact: By developing a high functioning and unified 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.

MASC Focus Indicator(s): *Standard I: Instructional Leadership: I-B - Instruction and Standard II: Management and Operations: IIE - Fiscal Systems*

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 2022 - June 2023	
Participate in Learning Walks prior to Leadership Team meetings. Groups comprised of principals and district administration	<ul style="list-style-type: none"> • Specific lens(es) used for Learning Walks • Schedule and list of groups for Learning Walks throughout the year 	September 2022 - May 2023	
Individual observational rounds (monthly) 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 2022- May 2023	
Ongoing work through OPTIC (Online Platform for Teaching and Informed	<ul style="list-style-type: none"> • List of assignments for principals 	August 2022 - May 2023	

Calibration	<ul style="list-style-type: none"> ● List of focus lenses for assignments ● Comparison of sample SJEIR (Standard Judgment Evidence Impact and Recommendation) write ups 		
Collaborate with the SEL, Math and Literacy MTSS Teams or person to support every student.	<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 2022 - May 2023	
Immerse District Core Values into teaching and learning at Leadership Team level and at the building level.	<ul style="list-style-type: none"> ● Core Values - list ● Sample of core values driving the work that is done 	September 2022- May 2023	
Collaborate on the development of a fiscally responsible budget	<ul style="list-style-type: none"> ● Expectations for budget building ● Building requests and rationales ● Superintendent's requests and draft budget ● Any adjustments to budget based on feedback from School Committee, Mayor, and/or City Council 	October 2022-May 2023	

District Improvement Goal 1
Bringing Shay Memorial On-line

Goal Statement: To ensure that there is a smooth transition into the Sergeant Jordan Shay Memorial Lower Elementary School and to the new grade configuration of the district, I will collaborate and communicate with all stakeholders.

Impact: All Amesbury Public Schools stakeholders will have access to information about the progress of the building, the staffing of all impacted schools and the steps needed to open Shay Memorial for the fall of 2023.

MASC Focus Indicator(s): *Standard II: Management and Operations: IIA - Environment and Standard III: Family and Community Engagement: IIIC - Communication*

Actions	Benchmarks/Evidence	Timeline	Progress Update
Publish and send monthly newsletters informing stakeholders about important APS news including building and reconfiguration progress.	<ul style="list-style-type: none"> • Newsletters 	August 2022 - June 2023	
Meet with building committee stakeholders to gather relevant information.	<ul style="list-style-type: none"> • AESBC agendas and minutes 	August 2022 - June 2023	
Meet with district staff members, by grade span, to share relevant information	<ul style="list-style-type: none"> • Monthly voluntary meetings 	October 2022 - June 2023	
Meet with parents/guardians and community stakeholders to share relevant information and gather questions/concerns. Record these meetings and post on District website	<ul style="list-style-type: none"> • Bi-monthly meetings October 2022 - January 2023 • Monthly meetings February 2023 - June 2023 	October 2022 - June 2023	
Utilize monthly SEPAC, PTO, PAG and other community meetings when agenda items are relevant to the opening of Shay and the district reconfiguration.	<ul style="list-style-type: none"> • Agendas from individual meetings • Actions and/or communications made in response to meetings 	August 2022 - May 2023	
Meet with impacted administrations regarding transitions and reconfigurations	<ul style="list-style-type: none"> • Action steps planned • Actions taken 	August 2022 - May 2023	
Regular updates about Shay Memorial will be given at School Committee meetings.	<ul style="list-style-type: none"> • Emails • Actions taken 	August 2022 - May 2023	

Design District Professional Development with grade reconfiguration in mind	<ul style="list-style-type: none"> • PD Schedules • Outcomes produced (where applicable) 	August 2022 - May 2023	
Collaborate with the Director of Facilities and the Director of Finance and Operations to develop a District Maintenance Plan.	<ul style="list-style-type: none"> • Draft Maintenance Plan • Final Maintenance Plan that includes Shay Memorial 	August 2022 - May 2023	
Collaborate with the Director of Facilities and the Director of Finance to prepare a budget for the School Committee that provides for planned maintenance, appropriate staffing, and necessary replacement as outlined in the District Maintenance Plan.	<ul style="list-style-type: none"> • Facilities Budget Requests • Capital Requests • Proposed budget to School Committee 	November 2022 - April 2023	

District Improvement Goal 2
Inclusive Practices

Goal Statement: To build and broaden the use of inclusive instructional strategies of our staff and increase the awareness and understanding of the role of social emotional learning in the classroom, to create a school community where all students have a sense of belonging

Impact: By increasing the sense of inclusivity and belonging and cultural proficiency, student engagement and achievement will improve.

MASC Focus Indicator(s): Standard IV: Professional Culture: IVA - Commitment to High Standards and IVB - Cultural Proficiency Indicator

Actions	Benchmarks/Evidence	Timeline	Progress Update
Tie district and building based professional practice to our core values including inclusivity	<ul style="list-style-type: none"> • PD Agendas • Sample application of PD in classrooms 	August 2022 - May 2023	
Leadership Team training and coaching with Restorative Justice consultant	<ul style="list-style-type: none"> • Training agendas • Principal goals • Adjustment to policies 	August 2022 - May 2023	

Leadership Team training and coaching with Diversity, Equity, Inclusion and Belonging (DEIB)consultant	<ul style="list-style-type: none"> • Training agendas • Principal goals 	August 2022 - May 2023	
Utilize inclusivity and belonging as a lens for teacher observations	<ul style="list-style-type: none"> • Sample observation feedback 	September 2022 - May 2023	
Use of student data at Building Leadership Team Meetings	<ul style="list-style-type: none"> • Meeting agendas • Sample data 	August 2022 - May 2023	
Hold all parent group meetings (SEPAC, PTO, SAC, School Councils, etc for the purpose of sharing and gathering information.	<ul style="list-style-type: none"> • Agendas • Meeting outreach communication • Actions taken 	September 2022 - May 2023	