

North Andover Public Schools Strategic Plan Update 2024-2025



Objective	Initiatives
<p>Equity for All Students: To ensure all students are provided equal access to an excellent education that encourages them to improve their capacity to think critically, communicate effectively, understand and manage emotions, and engage in academic risks.</p>	<ul style="list-style-type: none"> ● Improve district programming to address students' variable needs with a focus on increasing opportunities for all students ● Decrease class sizes, with a specific focus on elementary & middle school class sizes, in order to better meet the needs of all students ● Increase support for and understanding of the social/emotional learning (SEL) needs of our students ● Commit to a culture that reflects, respects and embraces the voices, perspectives and differences arising from our diverse community
<p>Consistent & Rigorous Curriculum: To provide a consistent and rigorous curriculum that encourages all students to learn to the depth and distance of their abilities and leave our schools with the skills and knowledge necessary to succeed in college, career and life.</p>	<ul style="list-style-type: none"> ● Create and implement a multi-year curriculum plan that phases in a consistent and rigorous curriculum throughout the district ● Continue to use and develop and analyze common assessments that allow teachers to reflect on, improve, adapt and share best practices ● Implement targeted, innovative, learner-centered experiences that allow students to apply their knowledge to authentic situations, with a focus on civic engagement, social justice, and empowering global leaders ● Ensure that our schools have sufficient access to technology and provide our faculty up-to-date instructional materials
<p>Targeted Professional Practice: To hire and develop excellent educators who utilize data, professional development and collaboration to continually adapt their practice to best meet the needs of all students.</p>	<ul style="list-style-type: none"> ● Provide effective district and school level leadership and collaboration structures that ensure adequate levels of support and accountability ● Provide rigorous Professional Development focused on enhancing our curriculum, analyzing data, supporting all students, integrating technology into our classrooms and using effective instructional practices. ● Develop a comprehensive human resources model to support staff recruitment, advancement, supervision, and evaluation

Vision: North Andover Public Schools, with the support from our community, will provide a safe learning environment that cultivates a respectful community of engaged learners, insightful thinkers, and effective communicators who will demonstrate progress toward career and college readiness.

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Objective: Equity for All Students

To ensure all students are provided equal access to an excellent education that encourages them to improve their capacity to think critically, communicate effectively, understand and manage emotions, and engage in academic risks.

Initiative I: Improve district programming to address students' variable needs with a focus on increasing opportunities for all students.

Initiative I: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- Increased number of students in general education classrooms
- Co-teaching
- Understanding and application of Specialized Programs & Entry/Exit Procedures

Resources Needed

- Applying out-of-district savings to elementary SEL Tier 3 and middle school FOCUS Tier 2 consultants
- Time for collaboration
- Targeted professional development
- Time for modeling/coaching
- Assessment of current instructional practices

Anticipated Outcome

- Increased differentiated instruction to meet the needs of all students
- Equitable services across schools for 504 and IEPs
- Increased number of students in the high needs categories scoring meeting or exceeding on MCAS
- Decrease in number of students in out-of-district programs

Project Manager:

Interim Director of Special Education Lyn O'Neil

Initiative I: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Review all district special education programs PK-12, including the THRIVE Programs.	Recommendations for programming adjustments Recommendation for PD	L. O'Neil K. Ando Principals	April 29, 2022
Continue to evaluate the co-teaching model	Co-teaching model evaluation complete with recommendations. Tier II SEL Programming Inclusion Supports	L. O'Neil SPED Administrators Principals	Spring 2022
Enhanced IEP writing	IEP PD	L. O'Neil	March 2022
Review 504 documentation and implementation	Provide PD on 504 requirements and best practices Recommendations for documentation moving forward	L. O'Neil K. Ando Principals	November 2021
Implementing Program Improvements	Training on EL resources conducted PD on "Effective EL Strategies & Record Keeping" Increased EL staffing hired Identify staff for SEI Endorsement class	K. Ando Principals	September 2021- December 2022
Identify Lowest 25%, via DESE reports	Implement targeted instruction to address the needs of these students	L Marx K Ando K Larcome Principals	2021-2022
Identify increased opportunities for high achieving high school students	Recommendations for programming opportunities to increase AP participation, internships, and volunteer work	L Marx K Ando M Pinksten Larcome C Jackson	June 2022
Expand Scarlet Knights Academy's capacity to educate all students	Meeting agendas & Action Plan; Increased access for additional students and special education students	M Boccuzzi C Jackson M Pinksten P Sexton S Nugent	June 2022
Continue to develop 18 - 22 year old program and vocational prospects	Report of programs status; Targeted Plan to expand program integration within the community	M Boccuzzi P Sexton C Jackson	June 1, 2022
Explore college and business partnerships with new HS schedule	Status report annually	P Sexton C Jackson M Pinksten S Young	June 1, 2022

Initiative II: Decrease class sizes, with a specific focus on elementary & middle school class sizes, in order to better meet the needs of all students.

Initiative II: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- Kindergarten average class sizes reduced
- Grades 1 & 2 average class sizes reduced
- Grades 3 through 5 average class sizes reduced
- Middle school reduced class sizes

Resources Needed

- Funding for the additional teachers/teaching assistants
- Data analysis of impact

Anticipated Outcome

- Increased growth in RIT scores on MAP over time grades K-8
- Increased number of students into Core Support level by end of year grades K-2 (DIBELS)
- Increased number of students scoring exceeding or meeting in grades 3-8 on MCAS

Project Managers:

School Committee

Superintendent Gilligan

Initiative II: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Assess the impact on student achievement of reduced elementary class sizes in light of the pandemic	Report of MAP, DIBELS, MCAS as well as other district level assessments	G Gilligan L Marx Principals K Ando B Cabrera K Larcome	2021-2022
Superintendent and School Committee will work with MSBA to determine next steps in SOI process pending MSBA winter notification	SOI submissions for NAMS, Kittredge, Atkinson & Franklin School complete Pending notification on Kittredge School after MSBA Senior Site Visit (November 2021)	G Gilligan J Mealey School Committee	March 2022
Superintendent will provide staffing recommendations to the School Committee for inclusion in the FY23 budget.	FY23 budget presented	G Gilligan J Mealey	January 2022
Superintendent and leadership team will meet to determine allocations of additional classroom teachers	Classrooms by grade by school finalized	G Gilligan L Marx Principals	June 2022
Form a School Capacity Sub-Committee to identify additional and appropriate classroom space needs throughout the district	Committee makes a recommendation to School Committee School Committee votes a recommendation to be sent to the Town Manager as part of Facilities Master Plan II	J Mealey G Gilligan School Capacity Committee NA School Committee	June 2021
Create an advisory committee to explore short term & long term class reduction options for NAMS and elementary	Committee created, timeline with deliverables and options presented	G Gilligan J Mealey J Goncalves	Spring 2021
Determine best option to impact class size	Recommendation to Board of Selectmen	School Committee	June 2021
Collaborate with Town Manager to determine cost estimates and alternative funding mechanisms for NAMS and elementary expansion/renovation project	Participation in Facilities Master Plan 2 with status report	G Gilligan J Mealey	2021-2022
Superintendent and School Committee will determine next steps connected to Facilities Master Plan Phase II	Schools represented on Facilities Master Plan Phase II Committee	G Gilligan J Mealey School Committee	Spring 2021 -Fall 2022

Determine exactly how many additional teachers are needed	Plan to fund additional teachers in future budgets	School Committee J Mealey G Gilligan	Ongoing
Advocacy of multi-year staffing plan & budget forecast to financially support our specific plan to meet articulated student needs	Interim and long term options Meetings with elected officials, Town Manager, stakeholders, etc.	School Committee G Gilligan J Mealey	Ongoing

Initiative III: Increase support for and understanding of the social/emotional learning (SEL) needs of our students

Initiative III: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- District SEL administrator and staff collaborating with general education teachers and building administrators
- Vertical teaming of district SEL program professional staff
- Creation of District and building level SEL/RAISE teams

Resources Needed

- Funds for Curriculum and Tier 1, 2 & 3 Interventions
- Target Professional Development of Tier 1 SEL pandemic needs
- Targeted Professional Development for all staff
- Time for vertical teaming of district SEL program professional staff
- Time to conduct needs/resources assessment
- Time with Tier 2 intervention teams (SAT)
- Time to create partnerships with universities and outpatient mental health agencies to increase Tier 2 and 3 supports

Anticipated Outcome

- Decrease in number of students in out-of-district programs
- Increased number of students in general education classrooms
- Consistent approach to instructing Tier 1 SEL curriculum
- Standardized approach to Tier 2 intervention teams (SAT)
- Consistent and systematic district approach to meeting the needs of students in the Tier 3 SEL programs

Project Managers:

Assistant Superintendent for Teaching & Learning Lorene Marx

Executive Director of Special Education Marci Boccuzzi

Initiative III: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Provide PD to all teachers on classroom practices to support all learners	Building based PD, specific to building needs District PD on anxiety, depression, suicide conducted Responsive Classroom PD conducted UDL	M Boccuzzi N Murphy L Marx K Ando K Larcome Principals	2021-2022
District SEL Team Develop Building Based SEL Teams	Goals of team outlined Share District SEL Team Responsive Classroom Facilitators hired and trained Teams Established	N Murphy L Marx District SEL team Principals	Ongoing
Continue to assess/measure district's capacity to support all students social emotional needs	Data collection and analysis: Report of survey results to community, staff and School Committee (Universal Mental Health Screener, SBIRT)	N Murphy SEL Committees Principals	2021 -2023
Continue Implementation of Vertical Teaming of District SEL Program Professional Staff	Meeting Agendas & PD	N Murphy Principals Sp Ed Admin M Boccuzzi L Marx	2021-2023
Select and pilot/create a SEL curriculum to meet the needs of all students across district levels for Tier 1 & 2 Instruction	Implementation and use in classrooms/programs in conjunction with training and coaching provided as ongoing PD (ie): Character Strong, A World of Difference, Responsive Classroom , Boston College Equity Project , DEI, Race Group	N Murphy Guidance Principals	Ongoing
Assess Tier 2 SEL Program at MS (Focus)	Continue ongoing training of program staff Assessment report	N Murphy S Donatell J Goncalves M Boccuzzi	June 2021

Initiative IV: Commit to a culture that reflects, respects and embraces the voices, perspectives and differences arising from our diverse community

Initiative IV: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- New curriculum resources at all levels to support diversity
- PD on bias
- Equity Squad established

Resources Needed

- Funds for Targeted Professional Development (General Budget and Program Improvement Grant)
- Time for analysis of courses, curriculum
- Time for general educators, EL & special education staff to collaborate
- Culturally responsive teaching PD

Anticipated Outcome

- Enhanced ownership of all students by all faculty and staff
- Increase of inclusion students in general education classrooms

Project Manager:

Assistant Superintendent for Teaching and Learning Lorene Marx

Initiative IV: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Identify motivating speakers to address staff on understanding perspectives and differences within our community.	Keynote: All Staff PD	L Marx	Ongoing
Continue Principals “Diversity, Equity, and Inclusion” study group in partnership with Boston College, Lynch Leadership Academy with a focus on “disrupting inequity”	Monthly Meetings Scheduled Action Plans & Assessments Completed	L Marx and Team	Spring 2022
Anti Bias PD	Fall and Spring PD calendars	L Marx K Ando K Larcome B Cabrera	Ongoing
Curriculum work with elementary and secondary teachers to represent a range of voices, perspectives and experiences reflected in our community	Professional Development Updates in curriculum (ie): ADL, Facing History & Ourselves, Character Strong	L Marx K Ando K Larcome B Cabrera Dept Heads Literacy Coaches Academic Coordinators Principals	Ongoing
Identify and implement instructional strategies and supports to improve academic and social outcomes for our EL population	Culturally Responsive PD SEI PD ST Math PD	L Marx K Ando K Larcome	Ongoing
Provide materials, supplies and professional development relative to our English Learners and aligned with MA DESE Standards	Materials purchased. professional development, coaching and collaboration scheduled	Principals and curriculum team	October 2022
Recruit applicants for districtwide parent liaison position (Bi-lingual preferred)	Hire Parent Liaisons	L Marx G Landry M Boccuzzi	October 2022
Increase opportunities to share, appreciate, and celebrate cultural differences	Spanish Heritage Month Cultural Fairs Race Amity Day/Activities Family friendly procedures in schools	L Marx Principals	Ongoing
Update K-5 registration procedure and amend 6-12 procedures to be more welcoming and to provide more information to support families	Updated Procedures Parents Liaisons utilized to welcome and support families with the registration process	L Marx Principals Guidance	September 2021
Develop a bank of translators to assist with our non-English speaking families	Current list of translators Contracted with BayState Interpreters Inc.	L Marx K Ando	October 2021

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<p>Develop our students' ability to have respectful, meaningful cross cultural conversations.</p>	<p>ADL at NAMS Race Amity at NAHS Facing History & Ourselves Leadership DEI Training Staff PD Culturally Responsive Teaching</p>	<p>L Marx Principals</p>	<p>June 1, 2022</p>
<p>Continue to offer the Seal of Bi Literacy at the HS</p>	<p>Recruit and promote student participation</p>	<p>L Marx K Ando C Jackson C Carroll</p>	<p>2021-2023</p>

Objective: Consistent & Rigorous Curriculum

To provide a consistent and rigorous curriculum that encourages all students to learn to the depth and distance of their abilities and leave our schools with the skills and knowledge necessary to succeed in college, career and life.

Initiative I: Create and implement a multi-year curriculum plan that phases in a consistent and rigorous curriculum throughout the district.

Initiative I: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- On-going curriculum documentation
- PD and materials provided for new initiatives

Resources Needed

Funding to support:

- Math PD, Eureka, Zearn, STMath, Illustrative Math
- ELL Program Review
- Heggerty PD, Geodes PD
- Content Area PD PK-12

Anticipated Outcome

- Consistent Expectations for Student Learning
- Increased number of students into DIBELS Core level by end of year grades K-2
- Increased the number of students scoring meeting or exceeding in ELA & Math MCAS grades 3-10
- ELA/MATH high needs students increase meeting and exceeding

Project Manager:

Assistant Superintendent for Teaching and Learning Lorene Marx

Initiative I: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Update 5-Year Curriculum Plan	5-Year Curriculum Plan	K Larcome K Ando L Marx Principals B Cabrera	Spring 2022
Continue ST Math PD	Training schedule	K Larcome B Cabrera Principals	2021-2022
Mapping and plan K-12 for new social studies standards	Committee established and timeline developed	K Ando Principals L Marx	September 2021
Adopt a new High School schedule based on NEASC recommendations and best practices to serve student needs	Implement new high school schedule	C Jackson HS Leadership K Larcome L Marx K Ando	August 2021
K-5 Science PD	Science specific PD Building	L Marx K Larcome	Ongoing
Provide materials, supplies and professional development on scientifically evidenced based early literacy resources that are aligned with MA DESE Standards	Materials purchased Professional development, coaching and collaboration scheduled (ie- MGH)	K Larcome L Marx N Radulski A Joyce J Taylor	2021-2022
Continue the documentation and vertical articulation of Math curriculum 6-12.	Math curriculum map, pacing guides, and lessons/units	B Cabrera K Larcome NAMS Academic Coordinator NAHS Department Head	Ongoing
Continue to provide needed multicultural inclusive curriculum materials and professional development	Facing History & Ourselves Materials PD on culturally responsive teaching, ADL's " A World of Difference" , Character Strong, Responsive Classroom, & LGBTQ+ resources	L Marx K Ando K Larcome B Cabrera Principals	2021-2022
Year 1 of Heggerty Phonemic Awareness Curriculum in grades K-2	Provide resources and PD for Heggerty	Principals A Joyce L Marx N Radulski J Taylor K Ando	2021-2022
Review Principals needs for PD on new curriculum resources	Provide PD on curriculum need	L Marx K Ando Principals B Cabrera K Larcome Coaches	Ongoing

Initiative II: Continue to use and develop and analyze common assessments that allow teachers to reflect on, improve, adapt and share best practices.

Initiative II: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- Examples of revised common assessments

Resources Needed

- Funding to support:
 - Content Area Curriculum Work
 - MAP Expansion G2 & G6-8

Anticipated Outcome

- Increased growth in RIT scores on Measures of Academic Progress (MAP) Assessment overtime grades 3-5
- Increased number of students scoring meeting or exceeding in ELA & Math MCAS grades 3-10
- ELA/Math high needs students increase meeting and exceeding

Project Manager:

Assistant Superintendent for Teaching and Learning Lorene Marx

Initiative II: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility		Timeline
Continue to develop dashboard tool to track student achievement from year to year K-5 Add SEL data	North Andover Data Studio	L Marx K Larcome K Ando B Cabrera Coaches N Murphy		May 2022
Grow capacity for building based data leaders district-wide	Boston College Lynch Leadership Academy multi year PD with district principals and curriculum team Data Meeting Structure	L Marx K Ando K Larcome B Cabrera Coaches Principals		2021-2023
Teacher collaboration to look at student work, examine common assessments data, and inform instruction.	Collaboration schedules and agendas with dates of Looking At Student Work sessions	L Marx K Larcome K Ando B Cabrera	M Boccuzzi Principals Coaches	2021-2022
K-5 Eureka Equip Math Assessments	Implement assessment in K-5 Scope and Sequence Document PD on use of Equip Assessment	K Larcome L Marx B Cabrera Math Coaches		2021-2022

Initiative III: Implement targeted, innovative, learner-centered experiences that allow students to apply their knowledge to authentic situations, with a focus on civic engagement, social justice, and empowering global leaders.

Initiative III: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- ST Math implementation
- Relationship with Stevens Memorial strengthens
- Additional access to Computer Science classes

Resources Needed

- \$8,000 Project Lead the Way Grant
- \$120,000 STE Math Grant

Anticipated Outcome

- Increased opportunities for all students to participate in our travel and service experiences
- Development a library/schools partnership that is considered a model in our State
- Development of Computer Science pathway

Project Manager:

Superintendent Gilligan

Initiative III: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Continue to implement NAHS Advisory Curriculum	Character Counts Curriculum scheduled for advisory periods	C Jackson NAHS Leadership	2021-2022
Foster continued relationship with Stevens Memorial Library	Ongoing collaboration with Stevens Memorial Library on STEM programming, PD, Race Amity, NA Reads, and access to materials, Project Bread and HS independent reading class , Educator Hall of Fame and PTS Ceremony	L Marx K Keenan K Ando Librarians K Larcome	ongoing
Implement additional Eureka, Zearn, and Reflex/Frax math resources	PD sessions for teachers and data team meetings	K Larcome B Cabrera Math Coaches Principals	2021-2022
Explore additional opportunities for increased academic opportunities at NAHS	Present finding for additional opportunities such as college dual enrollment partnerships, HS summer school opportunities for upper level courses to give students more flexibility in course selection during the year	C Jackson NAHS Leadership L Marx K Larcome K Ando	ongoing
Provide Hands on First Responder Training/Awareness across the district	All 9th graders receive CPR Certification Hands only CPR in 6th Grade Choking Charlie program in 4th Grade	C Barczak Nurse FDNA Principals	ongoing
8th Grade Civics Project	Partnership with Harvard Law School (Harvard Knowledge Project) Civics in Action Days Schedule	J Goncalves K Ando P McGravey	2020-2022

Initiative IV: Ensure that our schools have sufficient access to technology and provide our faculty up-to-date instructional materials

Initiative IV: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- Chromebooks and other devices being used on a daily basis
- Greater than 99% uptime of network and internet
- Staff are asking for PD on use of technology

Resources Needed

- Annual Technology Budget \$TBD
- Medicaid Funding up to \$400,000
- Continued funding of Consolidated Budget

Anticipated Outcome

- Increase students’ access to curriculum and resources.
- Improve students’ understanding of when to use technology.
- More students with access to technology resources

Project Manager:

Director of Technology Mike Grant

Initiative IV: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Examine Medicaid Process in light of significant government changes	Report on Findings Timeline created for action plan	M Boccuzzi J Mealey L Hardiman New England Medical Billing	Ongoing
Review plan for Chrome book replacement and management	1:1 devices, managed yearly	M Grant	Ongoing
Implement and support Educational Software (G Suite, Powerschool, Meal Magic, Keyboarding without Tears, Health Master)	Technology Integration Specialists support teachers and curriculum as required	K Larcome L Marx M Grant K. Ando	2022-2023
Implement Chromebook Replacement Plan	Replace broken & end of life devices equitably across levels and schools	M Grant	Ongoing
Update and Support Network Infrastructure	Ongoing maintenance and oversight of network, hardware, and wireless connections	M Grant	Ongoing

Objective: Targeted Professional Practice

To hire and develop excellent educators who utilize data, professional development and collaboration to continually adapt their practice to best meet the needs of all students.

Initiative I: Provide effective district and school level leadership and collaboration structures that ensure adequate levels of support and accountability.

Initiative I: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- Positive staff feedback on staff survey
- Effectiveness of implementation of changes

Resources Needed

- Staffing reports/organization charts
- Development of surveys to gather staff input
- Principal and staff input

Anticipated Outcome

- Effective leadership structures (as indicated by the result of a survey - questions about supervision and evaluation process)
- Improved staff retention
- Increased collaboration time
- Improved supervision/evaluation process

Project Manager:

Assistant Superintendent for Finance & Operations James Mealey

Initiative I: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Assess current PK-8 leadership structure	Status Report	J Mealey Principals	2020
Identify possible options of PK-8 leadership structure with pros and cons for each	Analysis of options	J Mealey Principals	2020
Review options with leadership team and revise as needed	Evaluation of options	J Mealey Principals	2020
Recommend best PK-8 leadership structures	Presentation to School Committee	J Mealey Principals	2020
Implement recommendations for changes / restructure to ABECC & Central Office Leadership Structure	Hire 1.0 FTE Campus Principal at Bradstreet. Eliminate Asst Supt for Student services and hire Executive Director of SpEd	G Gilligan J Mealey	July 2019
Implement PK-8 leadership structure recommendation that will be phased in over time	New Leadership Structure PK-8	J Mealey Principals	2020-2022

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Initiative II: Provide rigorous Professional Development focused on enhancing our curriculum, analyzing data, supporting all students, integrating technology into our classrooms and using effective instructional practices

Initiative II: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- Review PD survey data
- Improved rubric scores on Common Writing Prompts K-5
- DIBELS % in Core Increases K-2

Resources Needed

- Funding needed for the following:
 - Mentors in every Building
 - Skillful Teacher Professional Development
 - Content Area PD PK-12

Anticipated Outcome

- Increased growth in MAP, DIBELS, MCAS
- Improved & effective Supervision/Evaluation
- Increased teacher capacity in the “craft of teaching”
- Consistent expectations for student learning

Project Manager:

Assistant Superintendent for Teaching & Learning Lorene Marx

Initiative II: Action Items/Outputs/Timeline

Action Item	Outputs	Responsibility	Timeline
Anti-Bias Course	PD calendar with course dates	L Marx K Ando	2020-2021
Data Wise Course	PD calendar with Data Wise Course dates	L Marx K Larcome	Ongoing
SEI Endorsement Course for Administrators and Teachers	PD Calendar with Course dates	L Marx K Ando	2019
Fall, Spring, Summer PD options	Summer Calendar, Fall Calendar	L Marx Principals	2019-2022
SEL Professional Development including but not limited to Trauma, Abuse, Poverty, Mental Health	SEL PD specifically targeted to individual building needs	N Murphy M Boccuzzi L Marx Principals	Ongoing
Provide RBT (Research for Better Teaching) Skillful Teacher Module	25 new teachers and 2 administrators participate in 21 hours of PD	L Marx K Larcome	2019
Redefine Professional Development committee	PD committee meets 3 times a year	L Marx PD committee	June 2022
New Administrator Supervision & Evaluation Training for next year	New administrators participate in comprehensive PD on Teacher Evaluation	L Marx G Gilligan	Sept 2022-June 2023
Technology training in use of various programs	Differentiated PD in grades K-12	CurriculumTeam L Marx	2021-2023
All staff Annual Mandatory Training on Policies, including sexual harassment, 51A, Bullying	Building Based PD led by Principal	CO Leadership Principals	August 2021
Redesign New Teacher Orientation day based on feedback	New Orientation Day Schedule	L Marx	2019
Leadership Team Civil Rights Training & ongoing PD	PD with a focus on policies, proactive practices and MGL including but not limited to investigations, bullying, sexual harassment, Title IX, etc. Attendance at select conferences	G Gilligan M Boccuzzi Nuttal, MacAvoy, & Joyce Town Council Suzanne Egan Principals L Marx	Annually and Ongoing
Develop Strategic year Long PD plan	Master PD Calendar	L Marx Larcome K Ando K Coaches	Annually through 2023
Professional Development Surveys	Surveys reviewed, analyzed, adjustments made to PD plans	L Marx Larcome K Ando Principals	2019-2022
PD for low incident and specialist roles	Participation in NPEN regional PD	K Larcome M. Boccuzzi Principals L Marx	Canceled due to COVID
Expand and Revise District Mentoring Program	Mentor Program Plan	L Marx Larcome K Ando Mentors K District	September 2021-June 2022

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Initiative III: -Develop a comprehensive human resources model to support staff recruitment, advancement, supervision, and evaluation

Initiative III: Early Indicators of Success/Resources Needed/Anticipated Outcome

Early Indicators of Success

- Improvements in the district HR website for current and prospective staff. Key information and resources for prospective and current staff will be accessible on the school district's Human Resources web pages
- Earlier identification of staffing needs at all levels. Plans for immediate replacement and/or longer-range succession for key positions will be developed based on current and future student, school and district needs.
- Greater transparency in the evaluation system with all groups, especially teachers and teaching assistants. Administrators will be on-target with their observations and evaluations within the negotiated timelines for all work groups
- Improved communication with individuals and groups of staff with HR and payroll.
- An updated employee handbook will be distributed to all staff to communicate expectations and standards for professional practice/behavior
- Memberships, partnerships and places to post our district vacancies in order to recruit a wider pool of candidates with the desired knowledge, skills and talent
- All personnel files will be digitized for increased security and accessibility
- The onboarding process will allow new employees to complete online forms that will populate our current Human Resources and Payroll-Benefits software programs
- Exit surveys will be sent to departing employees to gather feedback from former employees to gather feedback to improve the organization
- Opportunities for staff recognition and celebration will be proposed/enacted

Resources Needed

- Time to collect feedback on previous HR experiences through staff surveys
- Time to meet with administrators and other collaborators
- Funding for outreach at recruitment fairs and college education programs.
- Time for training on MUNIS and other applications that would improve HR efficiency and staff experiences.
- Updated personnel policy handbook and training plans to support district expectations for behavior and knowledge of key practices
- Funding to support memberships/partnerships that will enable a wider recruitment effort
- Frequent opportunities to collaborate with administrators on the evaluation process
- Funding to support the digitizing and storage of personnel files and the changeover to online forms for onboarding
- Technical support with keeping the web pages streamlined and up to date
- Time to strategize the short and long term staffing needs in the district
- Opportunities to review and share exit feedback
- Funding to support staff recognition events

Anticipated Outcome

- Time to collect feedback on previous HR experiences through staff surveys
- Time to meet with administrators and other collaborators
- Funding for outreach at recruitment fairs and college education programs.
- Time for training on MUNIS and other applications that would improve HR efficiency and staff experiences.
- Enhanced understanding of professional behavior and expectations in all departments
- Diverse pools of highly-qualified candidates for a wide range of positions
- Improved practice around evaluation processes leading to improved feedback for employees
- Improvements with the onboarding of new employees, personal data gathering and transfer and secure storage of personnel information
- Improved interaction with Human Resources and Payroll/Benefits via the website
- Forecasting of district staffing needs and opportunities for advancement from within the organization and/or recruitment from outside North Andover
- Improved staff morale through efforts to recognize and appreciate staff

Project Manager

Director of Human Resources Greg Landry

Initiative III: Action Items/Outputs/Timeline

Action Items	Outputs/Measures	Responsibility	Timeline
Update employee handbook and yearly training resources annually	Improved training and understanding by all employees and work groups around federal, state and local laws and regulation, policies, practices and conduct for our school district	HR Director Principals/Leadership School Counsel	2021-2023
Recruit a diverse staff reflective of students we serve through job fairs, college outreach and through memberships online	Increased numbers of teachers with diverse backgrounds and/or teachers with dual certification.	HR Director Superintendent Principals/Leadership	2021-2023
Monthly check-ins with Principals & school leaders about supervision and evaluation, staff resources & morale	All staff observations and evaluations are completed according to the prescribed timelines. Exit surveys.	HR Director Principals/Leadership	2021-2023
Streamline access and resources on the Human Resources web pages	The website will be a user-friendly resource for current and prospective school employees and ongoing improvements will be made.	HR Director Director of Technology	2021-2023
Identify needs and gaps in system functions and explore/implement changes and upgrades.	Scan to pdf all hardcopy personnel files; scan all new employee folders. Transition the onboarding process from paper to online forms that populate our budget software. Training for administrators and new users.	HR Director Payroll Coordinator Asst. Superintendent Principals/Leadership Town of North Andover	2021-2023
Explore new and expanded uses for MUNIS and other online software programs	Accurate data in retrievable and easily obtained formats (job descriptions & postings, licensure, longevity, stipends, leave plans, salary, etc.)	HR Director Asst. Superintendent Payroll Coordinator Town of North Andover	2021-2023
Forecast and finalize key staffing vacancies during the annual budget process	Anticipated vacancies will be posted mid-spring and filled based on need and filled by June 15. Clear guidelines for hiring determined by the leadership team.	Principals/Leadership HR Director Asst. Superintendent Exec. Dir. Special Ed.	Winter-Spring 2021-2023
Emphasize and recognize the importance of professional teacher status (PTS), teacher performance and feedback	Increased supervisory conversations with non-PTS teachers. Annual “Celebrating Teachers Night” and video for those earning PTS and Hall of Fame recognition.	Principals/Leadership HR Director	2021-2023

Action Item	Outputs	Responsibility	Timeline
Recruit staff representative of students we serve at Recruitment Fairs and College Outreach	Increase numbers of teachers with diverse backgrounds and/or teachers with dual certification.	G Landry G Gilligan Principals	2019-2022
Negotiate Contracts with various NA unions: teachers, teaching assistants and administrative assistants	IBB teams assembled, meeting held and contracts negotiated for ratification by May 2020.	G Landry J Mealey	2020
HR Director monthly check-in with Principals & Directors around evaluations	All evaluations completed according to the prescribed timeline	G Landry	Monthly 2019-2021
Continue to emphasize and recognize the importance of professional teacher status and teacher performance.	Increase supervisory conversations with non-PTS teachers. Continue annual Celebrating Teachers Night for PTS teachers and Hall of Fame Inductee(s).	Leadership G Landry Union Reps School Committee	Fall 2020
Identify personnel changes and program needs during annual budget process.	Posted and filled positions based on need. Post by March 1 and fill majority by June 1. Clear guidelines for hiring within budget.	Principals J Mealey G Landry M Boccuzzi	Spring
Audit current payroll system, files, processes for on-boarding, retention and termination.	Needs and gaps in system functions will be identified and improvements will be sought and/or developed.	G Landry R Haas J Mealey Town	2019-2021
Create and streamline HR website using staff input.	The website will be a user-friendly resources for all individual and groups of school employees. Staff survey and links to new postings and ways to apply.	G Landry H Stasonis	2019-2021
Explore new and expanded uses for MUNIS related to HR.	Accurate data in retrievable and easily obtained formats (job descriptions & postings, licensure, longevity, stipends, leave plans, salary, etc.)	G Landry J Mealey R Haas Town	2019-2021