

2023-2026

AMESBURY PUBLIC SCHOOLS DISTRICT STRATEGY





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LETTER TO OUR COMMUNITY FROM SUPERINTENDENT ELIZABETH MCANDREWS



AMESBURY PUBLIC SCHOOLS

ELIZABETH MCANDREWS
SUPERINTENDENT OF SCHOOLS

LYNN CATARIUS
DIRECTOR OF STUDENT SERVICES



5 Highland Street
Amesbury, MA 01913
Tel : 978-388-0507

JOAN LIPORTO
DIRECTOR OF FINANCE
AND OPERATIONS

LYN JACQUES
DIRECTOR OF TEACHING
AND LEARNING

January 2023

Dear Colleagues and Community Members,

We are extremely happy to present and share our District Strategy with all of you. This District Strategy is designed to provide a very detailed guideline for the Amesbury Public Schools over the next three and a half years. The objectives, strategies and initiatives contained within this District Strategy will support our vision that EVERY student will be prepared with the skills to think, act, learn and lead in a way that will make a positive impact on our interconnected world.

As part of my first actions as Superintendent of the Amesbury Public Schools, I conducted a listening, learning and seeing tour that included many meaningful and insightful conversations with various stakeholders in the Amesbury community, personal observations and experiences, as well as significant data analysis. That information provided the foundation for the priorities identified in our District Strategy.

Incorporated into our District Strategy are three overarching strategic objectives which will prioritize the professional development offered to our staff, the design of our district budget, and all other school based decisions. As you read through this document, you will see that our strategic objectives include Enhancing Teaching and Learning, Promoting Continuous Development of High Quality Educators, and providing a Progressive Learning and Work Environment that is Safe and Accessible. Our District Strategy is available in three versions with a range of detail. Within this document is a concise summary of the strategic initiatives for the next year and a half. We are excited to begin the implementation of our District Strategy because we know that it will help all of our students. Our leadership team will review our progress at the end of each school year to assess our progress on each strategic objective and initiative and determine what revisions and adjustments we will need to make for the next year.

We thank you for your continued support of our students, staff, and our schools!

Sincerely,

Elizabeth McAndrews
Superintendent



AMESBURY PUBLIC SCHOOLS

CENTRAL OFFICE ADMINISTRATORS



Superintendent - Elizabeth McAndrews (front row, center)

Director of Finance and Operations - Joan Liporto (back row, center)

Director of Student Services - Lynn Catarius (front row, right)

Director of Teaching, Learning and Equity - Lyn Jacques (front row, left)

Director of Facilities - Matt Bennett (back row, right)

Executive Assistant to the Superintendent - Daniel Grayton (back row, left)

DISTRICT LEADERSHIP TEAM



Left to right (front row):

Jessica Strahalayk - AMS Assistant Principal
Daniel Grayton - Executive Assistant to the Superintendent
Joan Liporto - Director of Finance and Operations
Jim Montanari - AES/Shay Principal
Adam Denio - AMS Assistant Principal
Jarred Haas - AMS Principal
Lyn Jacques - Director of Teaching, Learning and Equity
Glen Gearin - AHS Assistant Principal/Athletic Director
Matt Bennett - Director of Facilities

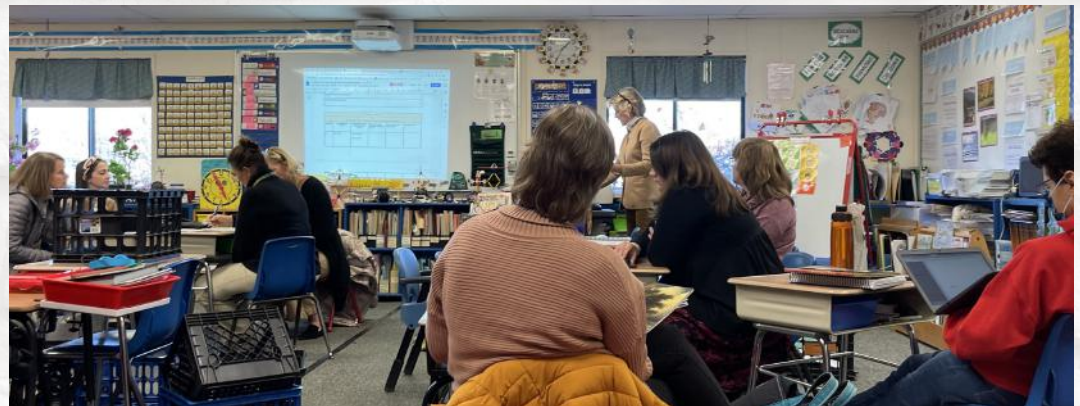
Left to right (back row):

Alina Lingley - AHS Assistant Principal
Karina Mascia-Fayles - CES Principal
Elizabeth McAndrews - Superintendent
Eryn Maguire - AIHS Principal
Lynn Catarius - Director of Student Services
Danielle Ricci - AHS Principal



"A strategy should be a few carefully chosen ideas on how people, activities, and resources work to accomplish the organization's purpose." (Rachel Curtis and Elizabeth City)

**"A strategy is continually reconsidered and adapted."
(Curtis and City)**



**"People at all levels of the district should be able to describe the strategy and tell their part in it."
(Curtis and City)**



HARD WORK
BEATS TALENT
WHEN TALENT
DOESN'T WORK
HARD

How is your
Posture
Air
Shape
Tone
Articulation

ppppp pppp pp p mp mf f ff fff ffff

Student Learning Objectives
1) Students will sing with dynamic contrasts
2) Students will sing a scale using solfège

Success Criteria
1) I can adjust my personal volume and recognize the symbols for loud (f) and soft (p)
2) I can sing a solfège scale in the correct order, f and p
3) I can use the matching hand sign for each solfège scale degree

Behavior Expectations
1) Talking when the teacher is speaking or during singing
2) Not following directions
3) Being unsafe with your body

Simple Songs/Rounds
5th Hipcatapett, Solom
6th M. Pies Bird / Hey Ho
9th Dynamic, Joembari
12th If You Dared, Joembari / Sing

CAFÉ

Behavior Expectations

Soloist

Soprano/Alto
Treble Clef
Soprano
Alto

Baritone
Bass Clef

Beethoven's Ninth

Stretchies, Boom Snaps, Chop (Crunch)
The Minkshake (S) Bubblegum (M) W
Laser Beam Contest
Yes and No
How R U?
Chester Cheetah chanted
Solfège - Leave Space
Shalom Chavim
Ensemble: Nishkama
Buddha

U2 Ball Rules
1) 2 feet in the air
2) No Rocking
3) No Body Surfing
4) Long with 2 feet in the air

1 Strike: Lose
2 Strikes: Lose
3 Strikes: Lose



OUR CORE VALUES

In the
Amesbury
Public Schools
we value:



Communication:

Respectfully communicating with all community members in a timely, clear, and honest way

Academic Excellence:

Conscientiously pursuing excellence in our teaching and learning to provide diverse learning opportunities

Relationships:

Intentionally building caring connections to enhance engagement, collaboration, and belonging in the Amesbury community.

Equity and Inclusion:

Actively cultivating an equitable and inclusive environment where each individual is able to work and learn in an atmosphere of respect, dignity, and acceptance.



VISION AND MISSION

Our Vision – What we strive for:

In the Amesbury Public Schools, we strive to prepare every student with the skills to think, act, learn, and lead in a way that will make a positive impact on our interconnected world.

Equity Vision

Amesbury Public Schools is committed to valuing the unique characteristics and perspective of each member of our community.

By considering our differences as strengths, we are dedicated to building a culture where students, staff, and community partners feel empowered and supported as they connect with, and contribute to, the world.

Our Mission – What we are committed to....

In the Amesbury Public Schools, we are unconditionally committed to the growth of every child. By creating a safe, supportive, and inclusive environment that provides dynamic learning experiences, the highest quality staff, and a vitally involved community, every child experiences success.

OUR THEORY OF ACTION

If we ...

- Ensure a safe, equitable environment where academic excellence is encouraged and maintained through dynamic learning experiences;
- Provide educators with the opportunities to enhance their pedagogy; and,
- Provide educators with the tools to support the demands of a rapidly changing and interconnected world,

Then ...

- Our students will have success on any pathway they choose.

ABOUT US

OUR STUDENTS, OUR STAFF, OUR SCHOOLS

The Amesbury Public School District currently consists of five schools including two neighborhood elementary schools: Amesbury Elementary, Cashman Elementary, Amesbury Middle School, Amesbury High School, and Amesbury Innovation High School. The upcoming school year (SY 23-24) will be the first year of our new grade configurations.

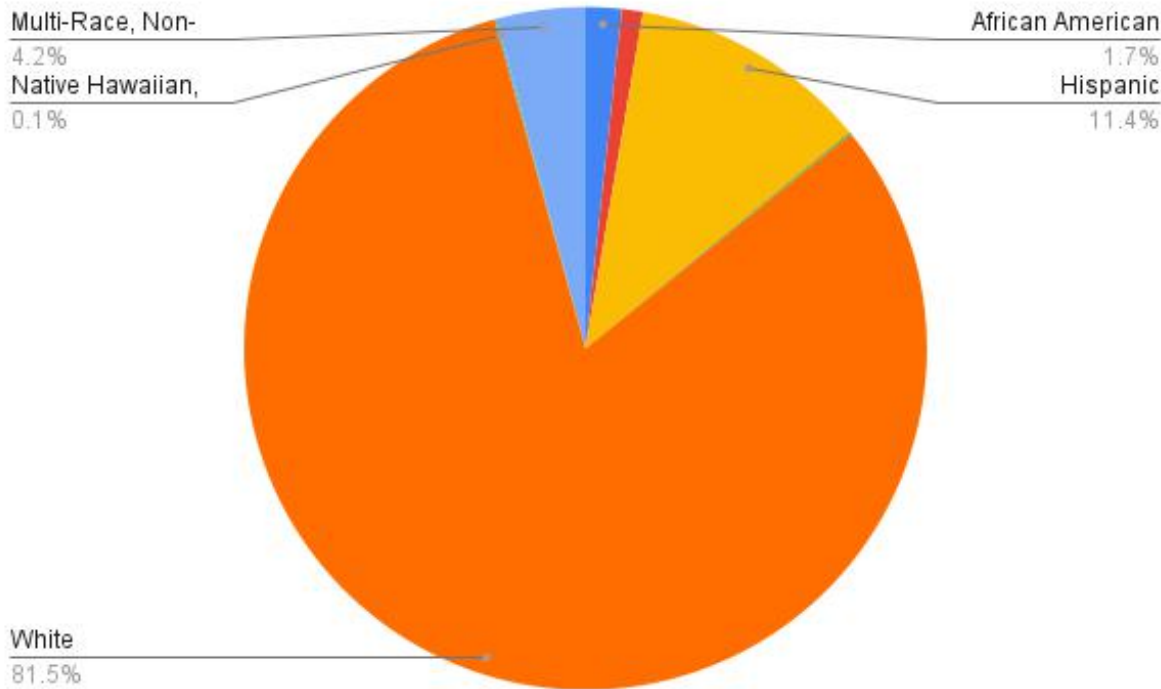
With the new Sgt. Jordan Shay Memorial Lower Elementary School coming on line, all students in grades Pre-K through 2 will attend this one school.

Furthermore, students in grade 5 will attend Cashman Upper Elementary School leaving Amesbury Middle School to be home to grades 6 through 8.

Amesbury High School also has an agreement with South Hampton that allows their students to attend AHS.



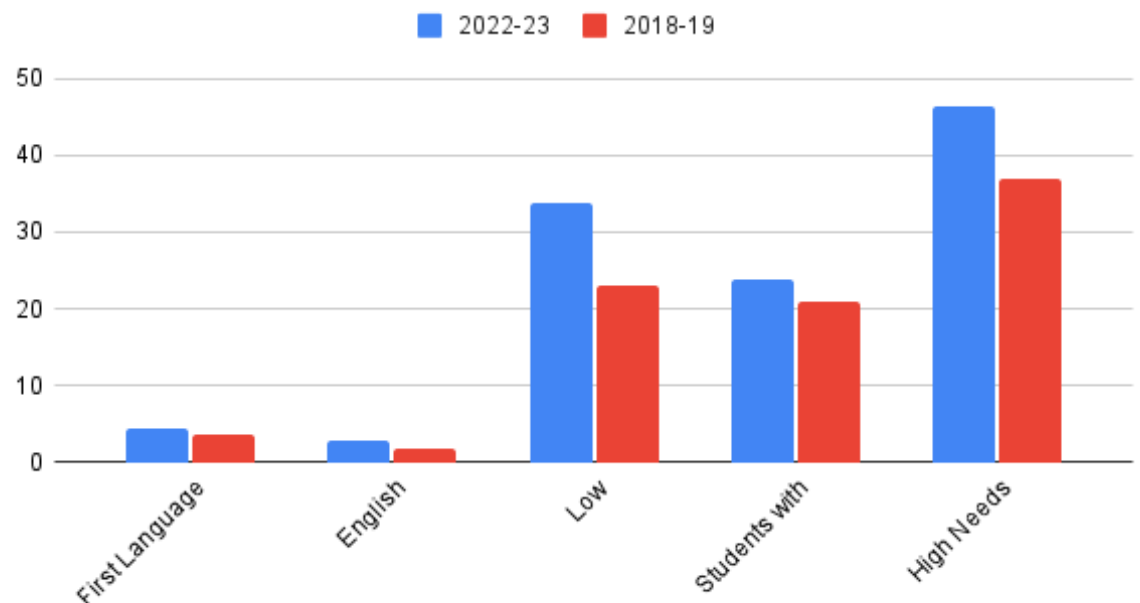
SELECTED POPULATIONS



While the majority of our selected populations have remained consistent, our Hispanic population has increased by 3.6% over the past five years.

Over the past five years, the number of our students who are low income or economically disadvantaged has increased by 10.8%. Similarly, our high needs population has increased by 9.5%

Selected Populations: 2022-23 and 2018-19



Selected Populations

First Language Not English
English Language Learners
Low Income/Economically Disadvantaged
Students with Disabilities
High Needs

AMESBURY PUBLIC SCHOOLS ACCOMPLISHMENTS

College Credits in High School

Over the years, we have partnered with three college institutions to provide our students with the opportunity to earn college credits while still completing their high school requirements. Students have earned college credits for reduced cost from Southern New Hampshire University, (SNHU) Northern Essex Community College (NECC), and Salem State University.

Class of 2022

25 students earned 12 credits from NECC

49 students earned at least 3 credits and as many as 9 credits from SNHU



Post High School Plans for the Class of 2022

- 87% (97 students) are attending four and two year colleges.
- 1% (1 student) is attending a trade school
- 8% (9 students) went directly into the work force
- 5% (5 students) are traveling/other

AMESBURY PUBLIC SCHOOLS ACCOMPLISHMENTS



LOCAL SCHOLARSHIPS

Upon graduation, 76 members of the Class of 2022 received at least one of 122 local scholarships totaling \$178,274.

AEFI (Amesbury Educational Foundation Inc.)

AEFI supports education in the Amesbury Public Schools through generous grants for innovative, creative, and challenging projects that broaden and enrich educational experiences for students and educators by supplementing public funding.

In the Fall of '22, AEFI, along with the Jordan Shay Memorial Fund and the Teresa Axten Memorial Fund, awarded \$19,333.05 to Amesbury Public School Staff which allowed teachers to offer fantastic opportunities to our students. Since its inception in 2003, AEFI has donated more than \$800,000 in grants to our teachers.

Our Strategic Objectives

Enhancing Teaching and Learning

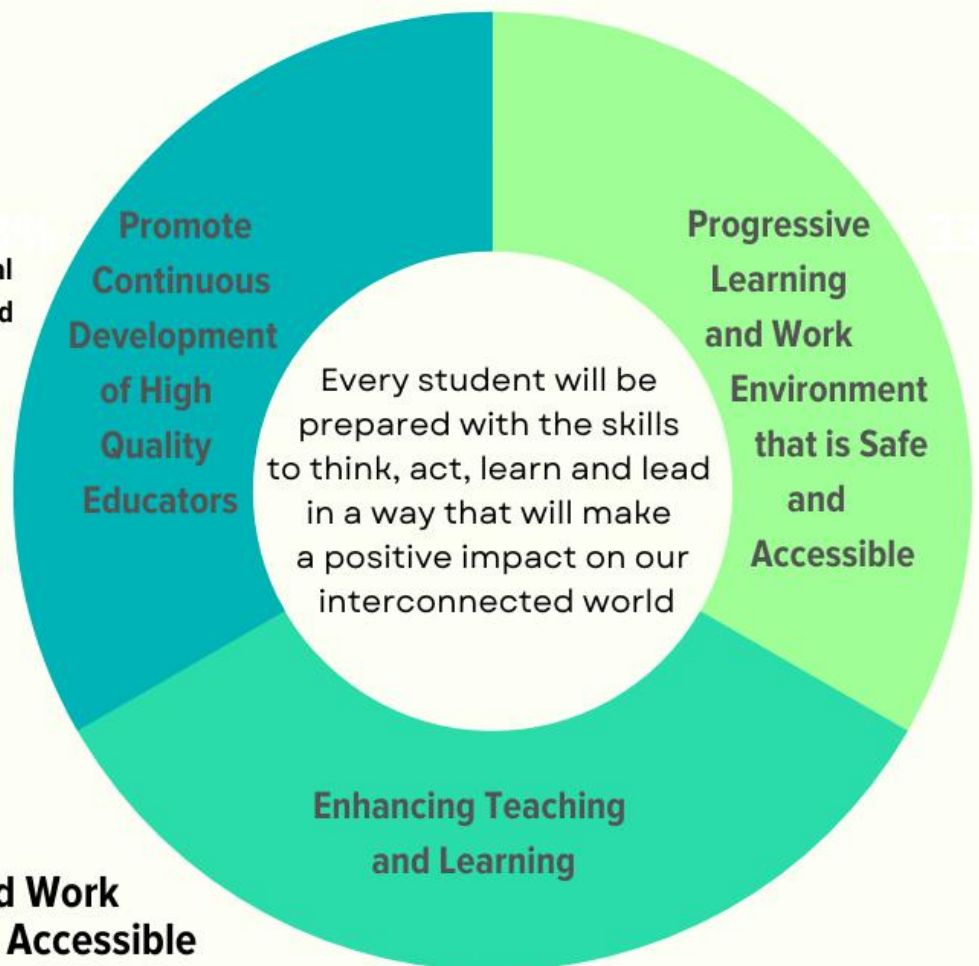
Ensure that every student is challenged academically through differentiated and advanced learning opportunities, the implementation of high quality instructional practices, and an inclusive, demanding, and research based curriculum.

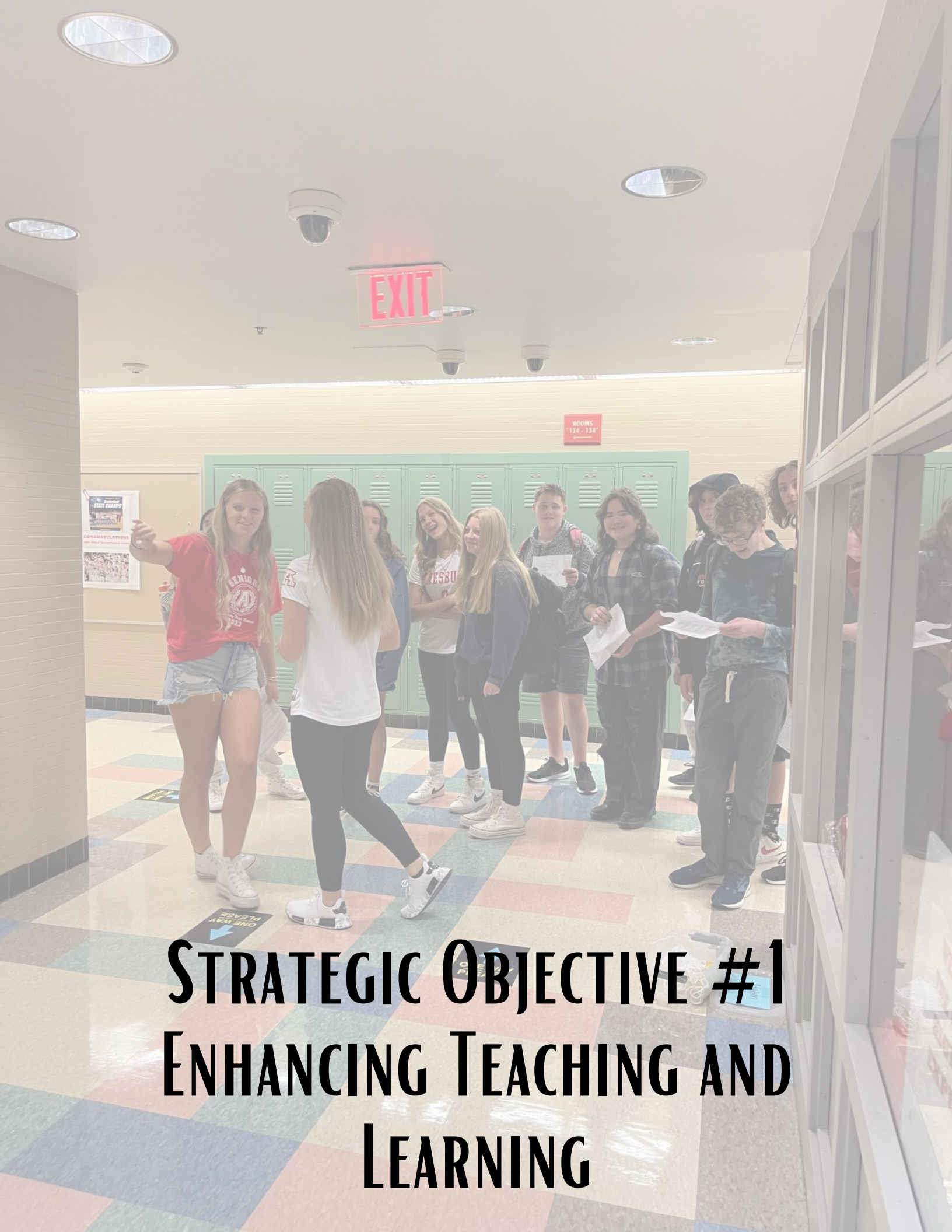
Promote Continuous Development of High Quality Educators

Enhance the Professional Learning Community by providing rich professional development that ensures everyone's focus on high expectations and continuous improvement for professional practice.

Progressive Learning and Work Environment that is Safe and Accessible

Create an environment that provides physical and psychological safety for children and adults. An environment that is accessible to all stakeholders and promotes a positive mindset.



A group of approximately ten students are gathered in a school hallway. In the background, there is a row of green lockers. Above the lockers, a red "EXIT" sign is illuminated. To the right of the lockers, a red sign indicates "ROOMS 124-124". The floor is made of large, multi-colored tiles in shades of blue, green, yellow, and red. On the left wall, there is a poster that says "CONGRATULATIONS" and "JUNIOR CLASS OF 2022". A security camera is mounted on the ceiling. The students are dressed in casual attire, including t-shirts, jeans, and sneakers. Some students are holding papers or looking at something off-camera. The overall atmosphere is that of a school event or gathering.

STRATEGIC OBJECTIVE #1 ENHANCING TEACHING AND LEARNING

ENHANCING TEACHING AND LEARNING

Every student deserves to be challenged academically through differentiated and advanced learning opportunities, the implementation of high quality instructional practices, and an inclusive, demanding, and research based curriculum.



STRATEGIC INITIATIVES: JANUARY 2023 - JUNE 2023

- Complete a curriculum inventory for all content areas and all courses/content areas in all grade levels
- Develop a curriculum review cycle
- Complete a visual representation (flow chart) for MTSS (Multi-Tiered System of Supports) for Literacy, Math, and SEL
- Provide opportunities for parents/guardians and school personnel to understand the MTSS available for students in Literacy, Math, and SEL

STRATEGIC INITIATIVES: JULY 2023 - JUNE 2024 (ANTICIPATED)

- Begin curriculum alignment, revision, and additions incorporating choices and culturally responsive teaching practices to increase the amount of diversity, equity, inclusion, and belonging for our students
- Utilize professional development opportunities to strengthen and focus Tier I instruction so that all students can access the curriculum and experience optimal success.
- Create and implement data teams for each building, grade level and/or content area
- Create Tier 2 interventions at AMS and AHS
- Pilot K-5 Math Programs

A group of children are standing at a black podium in a school setting. A girl in a pink shirt is speaking into a microphone. Behind her, another girl in a pink and teal shirt is also speaking. To the right, a boy in a blue shirt is looking at a paper. In the background, there is a red banner and a corkboard with various items pinned to it. The text "STRATEGIC OBJECTIVE #2 PROMOTE CONTINUOUS DEVELOPMENT OF HIGH QUALITY EDUCATORS" is overlaid on the bottom half of the image.

STRATEGIC OBJECTIVE #2
PROMOTE CONTINUOUS DEVELOPMENT
OF HIGH QUALITY EDUCATORS



PROMOTE CONTINUOUS DEVELOPMENT OF HIGH QUALITY EDUCATORS

Enhance the Professional Learning Community by providing rich professional development that ensures everyone's focus on high expectations and continuous improvement for professional practice as measured by professional reflection and evaluation.

STRATEGIC INITIATIVES: JANUARY 2023 - JUNE 2023

- Re-establish the Professional Development Council (PDC) ensuring maximum representation of diverse roles
- Develop a draft Professional Development calendar for SY 2023-2024

STRATEGIC INITIATIVES: JULY 2023 - JUNE 2024 (ANTICIPATED)

- Build the capacity of staff by utilizing their expertise in designing and delivering professional development opportunities
- Implement professional development opportunities that support Tier 1 instruction including, but not limited to: the use of inquiry and skills based learning, Universal Design for Learning, scaffolding, and the use of formative assessments and data to inform instruction
- Utilize the PDC to review and revise the District Curriculum Accommodation Plan (DCAP) to ensure that the professional development that is offered is meeting the teachers' needs to implement the DCAP in the classroom



STRATEGIC OBJECTIVE #3
PROGRESSIVE LEARNING AND WORK
ENVIRONMENT THAT IS SAFE AND
ACCESSIBLE



PROGRESSIVE LEARNING AND WORK ENVIRONMENT THAT IS SAFE AND ACCESSIBLE

Create an environment that provides both physical and psychological safety for children and adults. An environment that is accessible to all stakeholders and promotes a positive mindset.

STRATEGIC INITIATIVES: JANUARY 2023 – JUNE 2023

- Provide professional development on Restorative Practices in the classroom
- Examine and create a visual representation of the district's organizational structure and job responsibilities
- Create a District Maintenance Plan and update the Capital Projects Plan
- Create a Central Registration process
- Create a district-wide Technology Planning Committee
- Create Program descriptions for all specialized programs for students with disabilities

STRATEGIC INITIATIVES: JULY 2023 – JUNE 2024 (ANTICIPATED)

- Develop a 5 Year Technology Plan that incorporates a purchase and replacement policy
- Create a full on-boarding and separation of service for all staff members including requisite training
- Create job descriptions and responsibilities for all positions in the district and ensure ADA compliance
- Revise organizational structure to reflect the needs of the district
- Utilize the work from the MTSS SEL team to support the needs of the staff and the students
- Create a district marketing and promotion plan with the assistance of an outside communication specialist.



Amesbury High School
5 Highland Street

Amesbury Innovation High School
71 Friend Street

Amesbury Middle School
220 Main Street

Amesbury Elementary School
20 South Hampton Road

Cashman Elementary School
193 Lions Mouth Road

Central Office
5 Highland Street
Amesbury, MA 01913
Phone: (978) 388-0507
schools.amesburyma.gov

SEPTEMBER 2023

Sgt. Jordan Shay Memorial Lower Elementary School
193 Lions Mouth Road

