

## Amesbury Public Schools

Superintendent's Goals - August 1, 2023 through July 30, 2024

Elizabeth S. McAndrews

### Professional Practice Goal

**Goal Statement:** Continue to develop the leadership skills and knowledge base necessary to support the District's efforts to provide a teaching and learning environment accessible to every student that prepares them with the skills to think, act, learn and lead.

**Impact:** Through participation in professional learning opportunities, I will be able to support the work identified in the District Strategy for 2023-2024.

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

**Connection to District Strategy: Strategic Objective 1 - Enhancing Teaching and Learning and Strategic Objective 2 - Promote Continuous Development of High Quality Educators**

Actions	Benchmarks/Evidence	Timeline	Progress Update/Evidence
Attend all meetings of NSIP Year 3 Cohort	<ul style="list-style-type: none"><li>Meeting schedule</li><li>Topics</li><li>PDPs for completion of the NSIP Program</li></ul>	September 2023 - May 2024	
Attend NSSRT (North Shore Superintendent's Roundtable) Meetings	<ul style="list-style-type: none"><li>Meeting schedule</li><li>List of presenters/topics</li></ul>	September 2023 - May 2024	
Participate in ECLC (Essex County Learning Community) opportunities	<ul style="list-style-type: none"><li>Gabbie Schlichtmann UDL for Administrators</li><li>Events attended</li><li>SEED for administrators</li><li>Superintendent Town Halls</li><li>Summer and Winter Gathering</li></ul>	July 2023 - May 2024	
MASS (Massachusetts Association of School Superintendents) REDI (Racial Equity, Diversity and Inclusion) Wednesday Webinars	<ul style="list-style-type: none"><li>List of topics by month</li><li>Examples of conversations/actions taken by the LT based on the REDI webinars</li></ul>	August 2023 - May 2024	
Complete 2 REDI dimensions with District Leadership Teams	<ul style="list-style-type: none"><li>List of dimensions discussed</li><li>Agendas from LT Meetings</li></ul>	September 2023 - May 2024	

	<ul style="list-style-type: none"><li>• containing REDI work Dates of meetings/walks with building admin/principals with REDI content</li></ul>		
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## Student Learning Goal

**Goal Statement:** 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.

**Impact:** Through the inventorying, assessment and revision of our curricula, we will ensure that all students see themselves represented and that each student is appropriately challenged and supported.

**MASC Focus Indicator: Standard I: Instructional Leadership - IA - Curriculum**

**Connection to District Strategy: Strategic Objective 1 - Enhancing Teaching and Learning and Strategic Objective 2 - Promote Continuous Development of High Quality Educators**

Actions	Benchmarks/Evidence	Timeline	Progress Update
Facilitate a curriculum inventory for all content areas and courses/content areas at all grade levels	<ul style="list-style-type: none"> <li>Curriculum inventory template</li> <li>Completed inventory by building</li> </ul>	August 2023 - January 2024	
Identify where no written, shared curriculum maps exist	<ul style="list-style-type: none"> <li>List of gaps in written curricula</li> </ul>	January 2024 - May 2024	
Use equity/inclusivity checklist to ensure representation in curriculum resources	<ul style="list-style-type: none"> <li>Checklist for Bias</li> <li>Data from completed checklists with areas identified for revision/addition</li> </ul>	January 2024 - May 2024	
Provide PD, PRT and school day/after school opportunities to complete curriculum work	<ul style="list-style-type: none"> <li>PD and PRT schedules that include curriculum work</li> <li>Dates and participants on curriculum work outside of the school day</li> <li>Progress made on curriculum work by building</li> </ul>	August 2023 - May 2024	
Collaborate with LT Team to update curriculum review and adoption schedule	<ul style="list-style-type: none"> <li>LT Agendas with curriculum review and adoption cycle</li> </ul>	September 2023 - May 2024	

	<ul style="list-style-type: none"> <li>content</li> <li>Revised curriculum review cycle for 2024-2029</li> </ul>		
Provide PD on UDL and other instructional best practices for enhancing Tier I instruction	<ul style="list-style-type: none"> <li>PD schedules with UDL workshops</li> <li>Faculty Meeting agendas and/or PRT Day agendas with UDL content</li> <li>List of participants in the UDL cohort in ECLC</li> </ul>	August 2023 - May 2024	
Collaborate with Director and Asst Director of Student Services in the development of Sub Separate Program descriptions and descriptions of typical students within the program	<ul style="list-style-type: none"> <li>Program Descriptions</li> <li>Descriptions of typical students for each program</li> </ul>	August 2023 - March 2024	
Review, revise and promote the DCAP	<ul style="list-style-type: none"> <li>LT Meetings with DCAP on the agenda</li> <li>Revised DCAP</li> <li>Share DCAP with staff and families</li> </ul>	September 2023 - May 2024	

### District Improvement Goal #1

**Goal Statement:** Create clarity around organizational structure, job responsibilities and accountability to determine appropriate staffing levels needed to provide a safe and secure learning and work environment for students and staff.

**Impact:** By ensuring that all hiring, separation, and information tracking systems are accurate, there are clear expectations that guide the actions of staff members and enhance safety.

**MASC Focus Indicator(s):** Standard II Management and Operations: II B - Human Resources Management and Development

**Connection to District Strategy - Strategic Objective 3 - Progressive Learning and Work Environment that is Safe and Accessible**

Actions	Benchmarks/Evidence	Timeline	Progress Update
Create a full on-boarding and separation of service process for all staff members	<ul style="list-style-type: none"> <li>Written documentation of the processes to build a draft</li> <li>Digital representation of the processes</li> </ul>	August 2023- May 2024	
Begin to develop a digital library of approved job descriptions for all positions in the District	<ul style="list-style-type: none"> <li>Central Office job descriptions and responsibilities</li> <li>Standardized template for structure of job descriptions</li> <li>List of other “groups” within the district and anticipated timeline for completion</li> </ul>	August 2023 - May 2024	
Create a visual representation of the organizational structure of the District	<ul style="list-style-type: none"> <li>Visual representation of the District’s organizational structure</li> </ul>	August 2023 - December 2024	
Assess the current organizational structure to determine if it is meeting the needs of the District and make appropriate adjustments	<ul style="list-style-type: none"> <li>LT Agendas that include conversations about appropriate staffing</li> <li>List of recommended changes to current staffing</li> </ul>	August 2023- March 2024	

Build a budget that reflects the organizational needs of the District.	<ul style="list-style-type: none"> <li>FY 25 Budgets - proposed, recommended and final</li> </ul>	September 2023 - March 2024	
Share the organizational structure with the community	<ul style="list-style-type: none"> <li>List of locations where information was shared</li> </ul>	April 2024 - May 2024	
Collaborate with the Director of Facilities and Director of Finance and Operations to develop a District Maintenance Plan	<ul style="list-style-type: none"> <li>Draft Maintenance Plan</li> <li>Final Maintenance Plan</li> </ul>	January 2024 May 2024	
Update and prioritize the Capital Improvement Requests	<ul style="list-style-type: none"> <li>Capital Requests updated</li> </ul>	March 2024	

## District Improvement Goal # 2

**Goal Statement:** Expand partnerships and depth of engagement with families, community organizations, and stakeholders to support the mission of the District

**Impact:** By enhancing and expanding partnerships with all stakeholders, we improve the chances of students experiencing a sense of belonging and enjoying a higher level of academic success.

**MASC Focus Indicator(s):** Standard III - Family and Community Engagement - III A - Engagement

**Connection to District Strategy - Strategic Objective 1 - Enhancing Teaching and Learning, Strategic Objective 2 - Promote Continuous Development of High Quality Educators, and Strategic Objective 3 - Progressive Learning and Work Environment that is Safe and Accessible**

Actions	Benchmarks/Evidence	Timeline	Progress Update
Reconvene members and/or leaders of all school support groups (PTO, PAG, GradNight, Booster, SEPAC, SAC etc.) for quarterly meetings	<ul style="list-style-type: none"> <li>Agendas, minutes from meetings</li> <li>Attendance and representation lists</li> </ul>	August 2023 - May 2024	
Collaborate with key stakeholders to build a volunteer corps to support schools	<ul style="list-style-type: none"> <li>Agendas</li> <li>Lists of needs for volunteers</li> <li>Actions taken</li> </ul>	August 2023 - May 2024	
Continue to meet with community members outside of the school buildings	<ul style="list-style-type: none"> <li>Posts for meetings outside of the building (Supt Coffee)</li> <li>Attendance lists</li> </ul>	September 2023 - May 2024	
Draft ideas for a marketing and PR plan for the District	<ul style="list-style-type: none"> <li>Ideas, plans for the marketing plan</li> <li>Draft marketing plan</li> </ul>	September 2023 - May 2024	
Contract with a communication specialist to conduct an assessment for the implementation of a marketing and PR Plan	<ul style="list-style-type: none"> <li>Contract from communication specialist</li> <li>Final marketing plan</li> </ul>	January 2024 - May 2024	