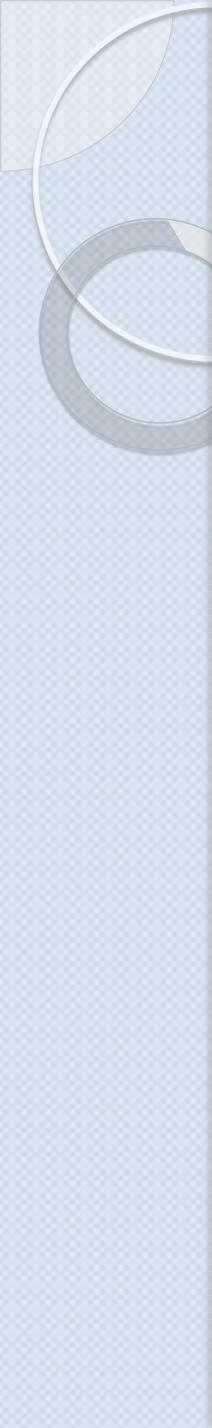


**Andover Strategic Plan  
2011-2016  
Final Report  
June 9, 2016**

Sheldon Berman  
Superintendent of Schools



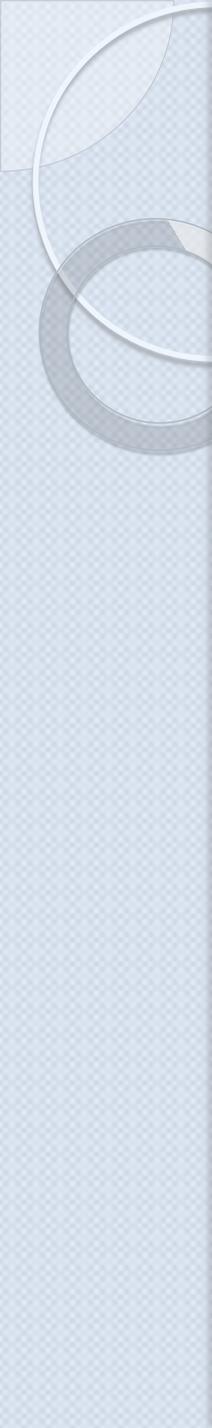
## **District Vision:**

The Andover Public Schools are committed to providing a world-class education in an innovative, inclusive, student-focused and fiscally-stable educational system.



# **District Mission:**

The mission of the Andover Public Schools, in partnership with the entire Andover community, is to educate by engaging and inspiring, students to develop as self-reliant, responsible citizens who are thinkers, problem solvers, and contributors prepared to participate in an evolving global society.



# **Core Values:**

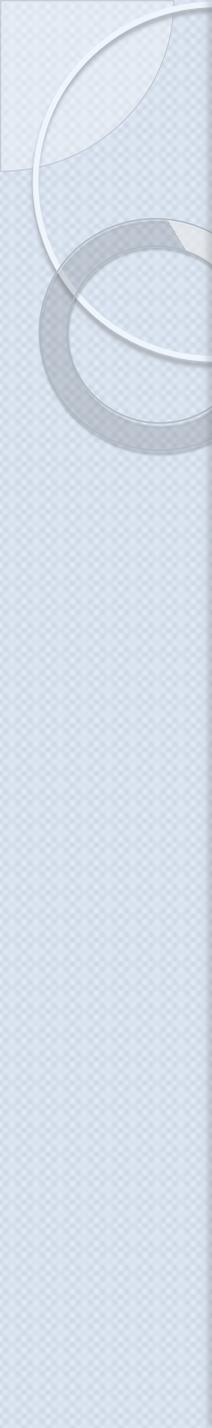
**High achievement for all**

**Teaching excellence**

**Innovation**

**Respect**

**Responsibility**



# **Strategic Areas of Focus:**

**Goal 1: High achievement for all**

**Goal 2: Technology supported learning**

**Goal 3: Teaching and leading**

**Goal 4: Communications, planning & partnerships**

**Goal 5: Educational funding, financial management & infrastructure**



# Essential Result:

The plan has set in place the curricular, technological and professional development infrastructure necessary for the district to take even more significant steps forward. It has enhanced the staff's capacity to deliver high-quality and innovative instruction.

# Major Accomplishments

- Established **curricular leadership** in all curricular areas and **updated curricula** in math, science and writing.
- Dedicated a **leadership position to the promotion of innovation** and community engagement that has led to maker spaces and innovation teams in each school and student products that have received statewide attention.
- Created programs such as the Language Enriched Academic Program (LEAP) and the Transition Opportunities Program (TOP) to **better support the learning needs of individual students**.
- Worked jointly with the town to **upgrade and modernize the technology infrastructure** and to improve productivity.
- Introduced a **blended, technology-rich learning environment** for students, launched a 1:1 initiative, and provided support staff to promote effective use of technology by teachers and students.

# Major Accomplishments

- Supported efforts to **attract the best talent** and provided mentoring for teachers and administrators as well as **professional development for current staff**.
- Effectively implemented **the new teacher and administrator evaluation** model to provide higher levels of accountability and encourage professional growth.
- Established a **reliable communication network**, including multiple applications that support communication with parents and the community.
- Engaged in **innovative and cost-effective partnerships with the town** through a shared staffing model in human resources, technology and facilities.
- Implemented management and financial software applications that created administrative efficiencies and **enhanced the clarity and transparency of financial reports**.

# To Sustain Progress

- Continue the **curriculum renewal cycle** by updating the curriculum for K-12 English language arts and PreK-5 social studies, and creating additional common assessments for the core courses.
- Continue its **implementation of the iAndover 1:1** initiative and blended learning in the elementary grades.
- Proceed with the **transition to the 7+H high school schedule**.
- **Increase efficiencies** in its business and human resources operations through electronic processes and software automation.
- Continue to collaborate with the town in developing **a long-term facilities improvement plan**, with priority given to renovation of the high school's library media center.
- Strengthen **support of new employees** not part of the teaching ranks by providing them with orientation and mentoring services.

# To Sustain Progress

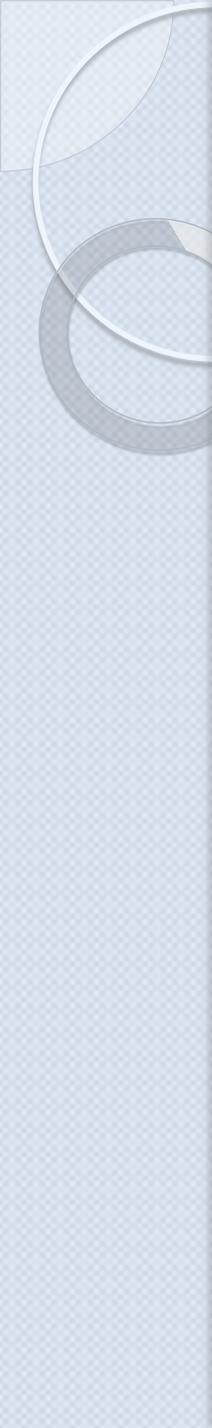
- Sustain the **professional development of staff**, with an emphasis on project-based learning, high-leverage instruction, social and emotional learning, the integration of technology, and feedback on the teacher evaluation model.
- Sustain and enhance its **communication with non-English-speaking parents**, particularly through expanded translation services.
- **Expand existing partnerships** with local corporations and organizations.
- Enhance **communication with parents and community** through timely methods of two-way communication, including the allocation of staff to support two-way strategies.

# To Build Toward the Future

- Strengthen and **stabilize our financial foundation** to support long-range planning.
- Increase opportunities for PreK-8 students to study **world languages and cultures**.
- Enhance the consistency of the ways schools assess, analyze, and report **student performance and growth**.
- Provide students with greater access to **digital textbooks and source materials**.
- Expand the use of **universally designed curriculum and assistive technology** for students with unique learning needs.

# To Build Toward the Future

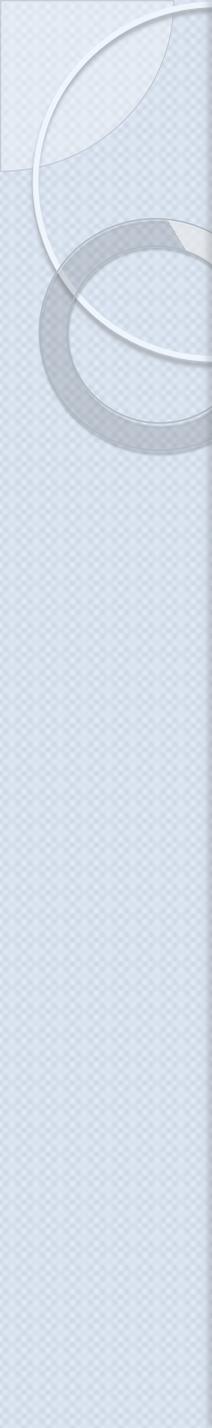
- Expand opportunities for high school students to enroll in **virtual online courses**.
- Provide staff to support regular **two-way communication** with local media.
- Relocate the preschool program and **renovate, enlarge, or replace selected facilities**.
- Update **evaluation models** for teaching assistants, custodians, and independent positions.
- Increase the **diversity of teaching and administrative staff** and provide all staff with professional development in **cultural competency**.



# The Impact

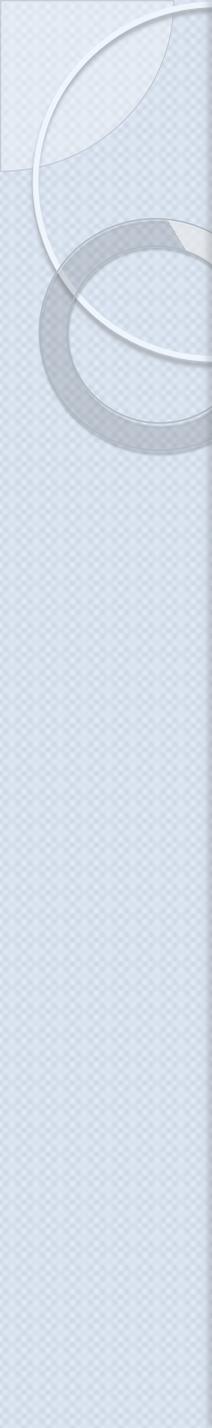
The impact of the 2011-2016 Strategic Plan is evidenced by students' consistently high achievement in the areas of SAT scores, graduation rates, college enrollment rates and success in post-secondary education.

These achievements came even as we supported the growing language diversity of our student body and coped with the fiscal constraints of a lengthy recession.



## **Essential Result:**

APS now has in place the curricular, technological, and professional development infrastructure that will enable the district to make significant additional strides in the coming years.



# Thank You

Deep appreciation is extended to parents and the community for the ongoing support of the important work that is being done on behalf of the outstanding students of the Andover Public Schools.