

ANDOVER SCHOOL COMMITTEE
MINUTES OF FRIDAY, APRIL 1, 2022
SCHOOL COMMITTEE CONFERENCE ROOM

WORKSHOP

Participants from the School Committee: Chair Susan McCready, Tracey Spruce, Emily DiCesaro, and Sandis Wright.

Others participating: Superintendent Dr. Magda Parvey, Asst. Superintendent Dr. Julie Riley

Call to Order/Moment of Silence

Chairperson McCready called to order the workshop meeting of the Andover School Committee to order at 1:04 PM in the School Committee Conference Room. The meeting began with a moment of Silence followed by a Salute to the flag.

Susan McCready introduced and welcomed the two new School Committee members, Sandis Wright and Emily DiCesaro.

Dr. Parvey spoke about the organizational restructure whose purpose is to build capacity in the District. They are waiting the feedback from family and staff and will present those findings at the next School Committee Meeting.

School District Administration Design Basics as defined by Dr. Parvey:

Administration is a required set of functions that involve knowledge, skills, and capacities, typically not required of other employee positions. They are licensed by the state and typical scale patterns of their function are 2-4% of gross revenue for public school district. Andover is operating at just under 4%.

The new organization chart describes what and who, design of positions, titles, and people, reporting relationships, span of control and usually depicted in a vertical/hierarchical format. The operational charts describe the "How" design of the complex array of teams and protocols to design and delivery, the expectations, norms and culture, protocols and practices for continuous improvement, and performance and resource management. Positions are designed around key functions: knowledge, experience, skills, capabilities, and required licenses from the State for some positions. Consistent language and definition of titles around levels of positions and span of control are scaled for efficient and effective HR and performance management.

New Business

1. Organizational Design

The Organizational Chart was shared with the School Committee members and explained by Dr. Parvey. The Administrative positions are designed around functions beginning with the Superintendent, Assistant Superintendent and Director.

Superintendent: Is the sole employee of the School Committee, Director of the Office of the Superintendent, and oversees the executive management of the educational enterprise.

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Assistant Superintendent: Oversees the executive management of multiple service areas of Operations and Teaching & Learning. They are a member of the Superintendent's Office.

Director: Typically, in charge of operational management of multiple departments within a service area with a number of people who come under them i.e. HR Director, Director of K-12 Learning who reports to the Assistant Superintendent or Executive Director. The Director of Communications and Engagement typically falls under the Superintendent in medium to large school districts, and does not have others that fall under them.

Principals/Managers are managers of school programs, service contracts budgets and people. Supervisors: Oversee programs, services and people management. A Coordinator maintains oversight of services and programs in a school system.

Teaching & Learning. This title may have multiple managers, content areas, and interpretations in alignment with State and Federal standards. It may include managers of specialized student services (nursing, counseling, and mental health) and may have instructional coaches across content areas or specific content areas (i.e. K-5 Reading), with primary responsibility for delivery of consistent instructional and engagement practices across classrooms.

School District Administration points of uniqueness

Operations: District operations may be purchasing, vendors, transportation, food services, custodial work, and service contract management, and relationship management. When operating within a Town/District model, district operations may be provided such as Purchasing, and Technology.

APS Organizational Chart presented by Dr. Parvey addresses our core mission of teaching and learning excellent.

The newly designed infrastructure better supports classroom instruction, promotes a continuous learning environment, creates internal capacity without relying on outside vendors, defines roles and responsibilities.

Dr. Parvey has often heard that most of the people in the school system do not know who to turn to for questions. This design will establish how the work gets done and eliminate ambiguity. We need to have an infrastructure to clarify how the work gets done and also monitoring reports. There will be internal checks and balances and presentations/ information provided at School Committee Meetings.

The Organizational Design has been shared with building leaders. Professional learning opportunities have already been started with school administrators.

Dr. Parvey explained the flow of the responsibilities for the Executive Director positions, which are new to the system. Going forward, they hope to be able to add coaches for science, similar to what they have for math at the elementary level. Executive Directors will supervise program coordinators and coaches. Director of operational services will be responsible for instructional learning technology and services. Instructional Facilitators will have the charge of keeping coaches up to date.

Hierarchy and vertical structure in terms of supervision: There will be a lot of cross-functional work because there is so much information that has to be communicated between departments,

i.e. HR and the Business Office. The structure of an organization should be clear; however, we need more people to be able to properly oversee and ensure the work is getting done.

Question from the Committee:

Anxiety by educators, how will that be addressed? Dr. Parvey believes the coaches will have an impact on classroom teachers as well as the clarity around roles. They will have coaching cycles working with different teachers at different times. Based on the budget, we will have four coaches for elementary schools next year and shifting to a program coordinator for elementary math and elementary science dedicating their efforts at the elementary level. The participants discussed the benefit of coaches.

Without knowing what the roles are and who is accountable/responsible, building in efficiency helps us to be able to do these things without having to add people.

It is helpful to let the public know that building efficiency into the system helps to identify issues and deficiencies more quickly and for strategically planning structures. Positions must be about roles, and cannot be about individuals.

Dr. Parvey would like the new positions to be posted for the 2022-2023 school year. New positions have to be agreed to by the School Committee.

There is a concern about inconsistency for students related to the teachers they have. We need to make sure our teachers are all 'well-armed'. Quality professional learning has to be part of this work.

I. Adjournment

At 2:15 PM Tracey Spruce moved for the School Committee to adjourn the workshop. The motion was seconded by Emily DiCesaro. Motion passes 4-0.

Respectfully submitted,

Dee DeLorenzo
Recording Secretary

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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.