

Timeline for Engagement—2021-22

September—November

- 1st day of school for students
- First meeting with Townwide PTO/PACs
- Meet with student groups and educators at all schools.
- Begin monthly Superintendent's Advisory Team meetings with key staff.
- Attend Open Houses at all schools.
- Finalize and present Superintendent's Entry Plan to APS staff and families.
- Reestablish office hours for community engagement.
- Review/ revise school committee/ superintendent norm and protocols.
- School Committee provides final approval of Superintendent's Goals.
- Continue outreach and engagement with Andover community; meet with APS booster groups, Rotary, Chamber of Commerce, Town Boards.
- Financial Review: budget, capital improvement plan and practices

December—February

- Provide updates on the progress of Entry Plan, identifying the strengths of district and the most critical areas for improvement that require further action.
- Identify next steps for study.
- Administer survey to families, students, staff and community
- Continue financial review: FY23 budget and capital improvement plan

March—June

- Complete and present observations of Superintendent's Entry Plan to APS community that summarizes evidence collected.
- Propose key strategies to improve student learning and other district systems of support.
- Continue financial review: approve FY23 budget and capital improvement plan
- Begin work on Strategic Plan for APS.
- Complete first year of three-year participation in the Massachusetts Association of School Superintendents *New Superintendents Induction Program*.