

Superintendent's Goals for 2022-23 School Year
1st reading - October 6, 2022

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
Professional Practice	Attend the M.A.S.S. REDI Foundation District Leader Learning Series to begin developing the essential work of building and sustaining cultures of belonging, equity, diversity and inclusion in APS	<p>Management and Operations II-A (Environment): Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs.</p> <hr/> <p>Professional Culture IV-A (Commitment to High Standards): Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for all.</p> <p>IV-B (Cultural Proficiency): Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.</p>	<p>The Massachusetts Association of School Superintendents (M.A.S.S.) Racial, Equity, Diversity and Inclusion Strategy (REDI) work is to develop and implement a long-term, state-wide, superintendent-driven strategy to address the systemic and cultural barriers in our schools that prevent so many students and adults from knowing they, too, belong and will thrive.</p> <p>M.A.S.S. is offering a course titled Foundations: District Leader Learning Series which is designed to:</p> <ul style="list-style-type: none"> ● Provide best practice to identify and recommend common frameworks and resources ● Support development of district strategies built on district core values and integrate with district improvement plans ● Customize supports for implementation depending on stage of work and community context – with emphasis on facilitated peer networks of support for superintendents and assistant superintendents <p>There will be three all-day, in-person gatherings for learning and sharing to establish the foundational framework for REDI work. Attendance at each session is required for participation. Sessions will take place from 8:30-3:30 on:</p> <ul style="list-style-type: none"> ● October 4, 2022 ● October 27, 2022 ● December 1, 2022 ● Several follow up remote sessions in the spring ● There will be a fourth in person session day April 27th, a “capstone” session. <p>Other action steps to support this goal will be:</p> <ul style="list-style-type: none"> ● Begin the process for launching a district wide equity audit. ● Continue to meet with our students including our DEI Student Advisory Council to hear their insights, concerns and suggestions
Student Learning	Assess current district SEL practices, systems and resources K-12 and begin	<p>Instructional Leadership I-B (Instruction): Ensures that practices in all settings reflect high expectations regarding content and quality of effort</p>	<p>APS will continue our partnership with the Yale Center for Emotional Intelligence (YCEI). We will analyze the results of the surveys conducted on SEL and the well-being of the APS school community in the 2021-2022 school year to develop</p>

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
	<p>preliminary implementation of a district wide SEL plan.</p>	<p>and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests and levels of readiness.</p> <hr/> <p><u>Management and Operations</u> II-A (Environment): Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs.</p> <hr/> <p><u>Family and Community</u> III-A (Engagement): Actively ensures that all families are welcome members in the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community.</p> <hr/> <p><u>Professional Culture</u> IV-B (Cultural Proficiency): Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.</p>	<p>appropriate next steps under the guidance of our new SEL Coordinator. We will begin developing a district wide K-12 SEL implementation plan which will be a phased in approach.</p> <p>Overseeing of additional pieces of SEL work, such as:</p> <ul style="list-style-type: none"> ● Implementation of a common approach to supporting students, families and teachers through the middle school guidance counselor role ● Initiate steps to build SEL/RULER steering committee ● Assist in SEL Arts grant ● Survey APS teachers to understand the uses and consistency of Responsive classroom practices. ● Orient to Effective School Solutions (ESS) program ● Begin to organize SEL course ● Introductions to all district administrators and conduct individual school listening sessions ● Introductions to all District support Mental Health staff and conduct listening sessions
<p>Student Learning</p>	<p>Using data to drive instruction and inform district priorities which include consistency in the supervision and evaluation process</p>	<p><u>Instructional Leadership</u> I-B (Instruction): Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests and levels of readiness. I-E (Data-Informed Decision Making): Uses multiple sources of evidence related to student learning - including state, district, and school assessment results and growth data- to inform school and district goals and improve organizational performance, educator effectiveness, and student learning. <u>Management and Operations</u> II- E (Fiscal Systems): Develops a budget that supports the</p>	<p>The APS team will participate in a series of Data Wise training sessions offered by Dr. Adam Parrott-Sheffer out of Harvard University. He is a certified Data Wise coach, Data Wise advisory board member, Data Wise equity team member, and strategy advisor to Harvard's Data Wise Project. Adam currently serves as the co-chair of the Data Wise in Action institute.</p> <p>APS' work this year will accomplish the following objectives:</p> <ul style="list-style-type: none"> ● Improve the knowledge and skills of all Andover Public School leadership team members for data literacy through the Data Wise ACE Habits of Mind. ● Empower all Andover Public School district team members to use the Data Wise improvement process, customized for local conditions, to utilize robust data sources and improve the impact of their work. ● Develop the skills of the Andover Public School leadership team to

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
		<p>district's vision, mission and goals; allocates and manages expenditures consistent with district and school-level goals and available resources.</p>	<p>organize their teams for collaborative work through effective meeting practices and increase their team member's individual and collective effectiveness through data-informed coaching and coach skill development.</p> <ul style="list-style-type: none"> ● Build coherence across all of Andover Public Schools improvement practices in order to improve organizational practices and structures in service of its mission and vision. ● Continue to develop a common language to describe rigorous and quality instruction through ongoing partnerships with the Institute for Learning (IFL) and Weston Kieschnick. ● Build consistency and coherence through teacher observation, supervision and evaluation responsibilities to improve student achievement and close achievement gaps. Training sessions led by Carol Gregory from Ribas Associates: <ul style="list-style-type: none"> ○ September 27, 2022 ○ November 1, 2022 ○ November 29, 2022 ○ January 31, 2023, ○ March 7, 2023 ○ April 25, 2023 ● Participate in Data Wise training sessions on: <ul style="list-style-type: none"> - October 5th & 6th - Feb 28th & Mar 1st - Virtual Monthly Meetings <p>Under the leadership and guidance of our new Assistant Superintendent of Finance and Administration, APS will develop a budget process that analyzes our priorities and uses multiple data points to inform budget priorities.</p>

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
District Improvement	Development of and initial implementation of the district strategic plan for ongoing improvement	<p><u>Management & Operations</u> II-A (Environment): Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs.</p> <hr/> <p><u>Professional Culture</u> IV- A (Commitment to High Standards): Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for all.</p> <p>IV-E (Shared Vision): Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.</p>	<p>A strategic plan identifies initiatives in many areas of district operations and takes a broad, incremental approach to improvement. In partnership with Teamworks International APS has started the critical work of planning for ongoing improvement across several areas of district operations with focus on excellence in management and excellence in governance</p> <p>Actions steps related to this goal are:</p> <ul style="list-style-type: none"> ● Coordinate October 24-25, 2022 workshops for principals, district cabinet and School Committee with TeamWorks Intl. to continue strategic planning work ● Coordinate late winter refinement session with administrators and TeamWorks Intl. in preparation for SC approval of the strategic plan ● Update the union leadership on the strategic planning process during monthly meetings ● Socialize the strategic plan in the broader Andover community

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
District Improvement	Ensure two-way, respectful and consistent communication and engagement across the district, with families, and the Andover Public Schools Community while continuing to seek diverse ways to continuously engage our community	<p><u>Family and Community Engagement</u></p> <p>III-A (Engagement): Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district and community.</p> <p>III-C (Communication): Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.</p> <p>III-D (Family Concerns): Addresses family and community concerns in an equitable, effective, and efficient manner</p> <hr/> <p><u>Professional Culture</u></p> <p>IV-F (Managing Conflict): Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.</p>	<p>During the entry process, consistent communication, trust and engagement were identified as areas in need of improvement. Building trusting and collaborative relationships with key stakeholders through visibility, regular meetings and intentional opportunities for engagement has been a focus. Effective, honest, timely and open communication continue to be a priority. The development of plans to operationalize communications protocols and processes within our schools and district wide have been developed and we are now assessing their effectiveness.</p> <p>To assess the effectiveness of our communications protocol:</p> <ul style="list-style-type: none"> ● Seek input from families and the community regarding how the tools have been working ● Conduct a brief survey to determine “customer satisfaction” ● Continue to conduct office hours and focus groups for our families ● Ask participants of office hours and focus groups for feedback on communication from the district ● Continue to build partnerships with community groups

Goal	Evidence of Progress - (Mid-Year)	Evidence of Completion (Final)
REDI Foundations Training on Equity	<ul style="list-style-type: none"> ● Attended first REDI session on October 4, 2022 	
Assess current district SEL practices, systems and resources K-12 and begin preliminary implementation of a district wide SEL plan	<p>To begin assessing the current state of SEL in APS the following activities have been conducted by the SEL coordinator has:</p> <ul style="list-style-type: none"> ● visited all elementary schools to date except Shawsheen ● Met with elementary, middle and high school principals, assistant principals ● Met with various specials teachers and some social workers at elementary level ● Observed a sampling of Morning Meetings ● Walk through elementary SEL Music/Art classrooms ● Met with middle school guidance counselors and social workers ● Visited middle school advisory blocks ● Met with Albert Pless, Town of Andover DEI Director ● Started planning SBIRT and BIMAS-2 Screening with Dr. Fielding , Joe Yarid, Donna Ruzeckas, and Rita Casper ● Met with program coordinators ● Scheduled a meeting with high school and middle schools guidance counselors on October 5th, 2022 ● Scheduled a meeting with secondary social workers on October 7, 2022 ● Facilitating course <i>SEL for the Secondary Classroom</i> for AHS Professional Learning Group on October 12, 2022 ● Met with Dr. Chris Cipriano from Yale Center for Emotional Intelligence (YCEI) to connect to the work that APS has started 	
Using data to drive instruction and inform district priorities which include consistency in the supervision and evaluation process	<ul style="list-style-type: none"> ● First Data Wise learning session held on October 5 & 6, 2022 ● First session of Teacher Evaluation with Carol Gregory from Ribas Associates: September 27, 2022 	
Development and initial implementation of Strategic Plan	<ul style="list-style-type: none"> ● 2022 Administrative Retreat Facilitated by Dennis Cheesebrow August 15-17, 2022 to begin development of district strategic plan 	
Communication and Engagement	<ul style="list-style-type: none"> ● Presentation and Implementation of Communication Protocols ● Well attended Superintendent's Office Hours which resumed October 3, 2022 ● Weekly visits to schools to observe and discuss instruction in classrooms with building leaders 	SC Presentation - September 15, 2022 principals

Goal	Evidence of Progress - (Mid-Year)	Evidence of Completion (Final)
	<ul style="list-style-type: none">• Participation in events such as school open house activities and assemblies	