

Andover Public Schools
Andover, Massachusetts

Strategic Plan | 2011-2016

Andover Public Schools

Marinel D. McGrath, Ed. D.
Superintendent of Schools

Andover School Committee
David A. Birnbach
Paula Colby-Clements
Richard J. Collins
Ann W. Gilbert
Dennis F. Forgue

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategic Planning Advisory Committee

Ron Champagne	Community Representative
Kerry Costello	Teacher, Andover High School
Nancy Duclos	Assistant Superintendent, Curriculum & Instruction
Annie Gilbert	School Committee, Chairperson
Colleen McBride, Ed.D.	Principal, South Elementary School
Marinel McGrath, Ed.D.	Superintendent of Schools
Sangeeta Moorijani	Parent
Michael Morris	Community Representative & Grandparent
Debra O'Conner	Teacher, High Plain Elementary School
Thomas Sharkey, Ed.D.	Principal, Andover High School
Patricia Thomson	Teacher, West Elementary School
Cyndi Webber	Parent
David Whitney	Parent
Robin Wilson	Principal, Doherty Middle School
Norma Villarreal	Teacher, Wood Hill Middle School
Val Viscosi	Parent
Claudia Bach, Ed.D.	Superintendent of Schools (1998- 2010)
Susan Nicholson, Ed.D.	Assistant Superintendent, Curriculum & Instruction (2007-11)
Debra Silberstein	School Committee (2007-2010)

School Committee

David Birnbach	Member
Paula Colby-Clements	Vice Chairperson
Richard Collins	Member
Dennis Forgue	Member
Annie Gilbert	Chairperson

Consultants

Lyle Kirtman	Future Management Systems, Inc.
William Garr	Future Management Systems, Inc.

Revenue Pin Point Committee

Nate Beams	Community Representative
John Drake	Community Representative
Dennis Forgue	School Committee
Kathy Hess	Community Representative
Kate Margolese	Community
Lisa Glickstein	APS, Grants Coordinator
Tina Girdwood	Andover Coalition for Education
Cheryl Neal	Parent

Technology Pin Point Committee

David Birnbach	School Committee
David Eckman	Community Representative
Ann Hamel	Community
Pam Lathrop	Principal, High Plain
Alan Michel	Community
Frank McCall	Teacher, West Elementary
Raymond Tode	APS Technology Director
Bonnie Zahorik	Community

Teacher and Staff Review Groups

Andover High School
Doherty Middle School
West Middle School
Wood Hill Middle School
Bancroft School
High Plain Elementary School
Sanborn School
Shawsheen Primary School
South Elementary School
West Elementary School

APS Leadership Team

Marinel McGrath, Ed.D.	Superintendent of Schools	Stephen Murray	West Middle School Principal
Nancy Duclos	Assistant Superintendent – Curriculum	Deborah Downes	West Middle Assistant Principal
Paul Szymanski	Assistant Superintendent – Finance	Patrick Bucco	Wood Hill Middle School Principal
Joyce Laundre	Director of Student Services	William Fleischmann	Wood Hill Assistant Principal
Candace Hall	Director of Human Resources	Francine Goldstein	Bancroft School Principal
Thomas Sharkey, Ed.D.	Andover High School Principal	Pamela Lathrop	High Plain School Principal
Marilyn Jordan	Andover High School Assistant Principal	Patricia Barrett	Sanborn School Principal
Christopher Phillips	Andover High School Assistant Principal	Moiria O'Brien	Shawsheen School Principal
Luz Valverde, Ed.D.	Andover High School Assistant Principal	Colleen McBride, Ed.D.	South School Principal
Robin Wilson	Doherty Middle School Principal	Elizabeth Roos	West Elementary Principal
Andrew Long	Doherty Middle School Assistant Principal	Margo Spinale	West Elementary Asst. Principal

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Our Vision, Mission, and Core Values

Vision

Every organization needs a bold vision — a clear and inspirational picture of what it wants to achieve over a longer time frame. Visions serve to energize an organization and push the thinking beyond current capabilities, conventions and organizational structures.

The Andover Public Schools are committed to providing a world-class education in an innovative, inclusive, student-focused and fiscally-stable educational system. We are committed to the children and community it serves through our focus on high expectations, academic achievement, and education of the whole child which we believe is the shared responsibility of the family, the school district, and the community. We support individuality, foster resiliency and collaboration, and the development of globally-engaged learners.

The Andover Schools provide for children all of the services of a quality school district: nurturing, innovative, and qualified teachers and support staff; reflective, responsive, and effective school leaders, and a challenging curriculum that prepares students for the future. Students do their best work, independently and together. They acquire the skills necessary to think and communicate clearly. Teachers provide students with instructional experiences that are challenging and personalized. Students completing their education in Andover demonstrate the intellectual, interpersonal and reflective skills needed to thrive as productive and responsible citizens in our increasingly complex and diverse global society.

The school district is welcoming, respectful and inclusive. It supports open dialogue and seeks feedback regarding the effectiveness of its work from its stakeholders. All members of the school district are committed to continuous improvement, questioning the status quo, and seeking ongoing renewal of the organization.

The Andover Public Schools are committed to strong community relations efforts to meet the needs of its students today and in the future. The District develops and participates in partnerships with community groups including business and civic organizations. An understanding exists between the town government and the District of the need for educational funding and other resources required to meet the high expectations of our community which includes staffing, training, facilities, materials and equipment. Key to the success of this partnership is our ability to recognize opportunities and fulfill responsibilities to one another on behalf of Andover students.

Mission

A mission statement reflects an organization's heritage, is enduring, and embodies the organization's soul — its reason for being. It serves as a guiding star, always to be pursued.

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.

WOW Statement

“Every Child, Every Way, Every Day!”

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Core Values

Core Values reflect what is truly important to an organization and serve as guiding principles for decision-making. Our Core Values represent how we want to “live” within our school communities. Core Values are for children and adults to embrace, internalize, model and live by. They are an expression of what is deep and enduring in our school system.

The Core Values of the Andover Public Schools

- High Achievement for All
- Teaching Excellence
- Innovation
- Respect
- Responsibility

High Achievement for All

We will...

- maintain high expectations, deliver effective differentiated instruction, and nurture a community of life-long learners
- provide college and career readiness educational programs for all students to achieve their potential.
- nurture a community of learners that supports the balance between social-emotional resilience and academic achievement.

Teaching Excellence

We will...

- Ensure that skilled, knowledgeable, and passionate teachers and leaders are actively recruited and retained in the Andover Public Schools.
- Expect that faculty and staff provide engaging, relevant, and challenging learning experiences.
- Commit to supporting each student in order to deepen, expand and continuously improve learning regardless of abilities and motivations.

Innovation

We will ...

- create an environment that encourages students and staff to explore new learning opportunities.
- promote entrepreneurial spirit in our programmatic and fiscal decision-making.
- be recognized as a leader in student instruction, curriculum development and the integration of technology in the learning process.

Respect

We will...

- create an inclusive environment that recognizes and respects individual differences where everyone feels known, safe, and valued.
- create opportunities where diverse individuals are able to collaborate toward a common goal.

Responsibility

We will...

- promote an environment which fosters ethical behavior and citizenship in an evolving, global society in which all students and adults are accountable for their individual and collective behavior.
- Promote a collaborative community throughout Andover that actively supports and advocates for its students.

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The Executive Summary of the Andover Public Schools Strategic Plan

Strategic Areas of Focus, Goals, and Strategies

Strategic Area of Focus: **High Academic Achievement for All**

Goal 1: APS Students will develop the “habits of mind” that underlie critical and creative thinking, effective communication, collaborative problem solving, and responsible citizenship needed to thrive in an increasingly complex and evolving global society.

- Strategy 1.1: Ensure a well-sequenced PK-12 curriculum, instruction, and assessment system that is relevant, rigorous, consistent, and articulated so APS students are engaged in challenging academic experiences grounded in 21st century “habits of mind”.
- A. *Strengthen learning and course expectations for all students to ensure consistency and continuity within schools and across grade levels.*
 - B. *Prepare students with the intellectual, interpersonal, and reflective skills needed to thrive in an increasingly complex and diverse global society.*
 - C. *Expand interdisciplinary course offerings, challenged-based learning & global units of study.*
 - D. *Engage teachers and administrators in collaborative teams to review curricula, inform decisions about instruction, evaluate assessments, analyze data, and implement instructional interventions to improve student learning.*
- Strategy 1.2: Develop and implement a comprehensive assessment plan using multiple forms of assessment that is shared with students, teachers, administrators, and parents.
- Strategy 1.3: Ensure that students have diverse learning experiences that evidence differentiated instruction, an understanding of learning styles, and real world experiences through PK-12 classroom instruction.
- Strategy 1.4: Ensure that each school has a strong and healthy school culture that promote a sense of participation, wellness, safety, and security for all students so students develop the social, emotional, and wellness competencies that will enable them to be self-aware, have interpersonal skills to self-manage, and to make responsible decisions.

Strategic Area of Focus: **Technology Supported Learning**

Goal 2: APS students will be immersed in interactive, technology-rich classrooms that support instruction and student learning to prepare them for a society dominated by digital communication.

- Strategy 2.1: Provide a robust wireless technological infrastructure (including hardware, software, support, and training) to support classroom instruction, collaboration tools, and administrative functions for students, teachers, and staff.
- Strategy 2.2: Create technology-rich digital classrooms where students use appropriate and safe technology tools and resources to support the learning and teaching process.
- Strategy 2.3: Provide professional development opportunities to support APS teachers, support staff, and administrators in the integration of technology into (a) teaching and learning, and (b) business and administrative functions.

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Strategic Area of Focus: Teaching and Leading

Goal 3: All recruitment, staff development, and evaluation strategies will result in the retention of high-quality teachers, support staff, and school leaders to support educational and administrative goals.

Strategy 3.1: Attract and retain qualified, passionate, and diverse teachers, support staff, and school leaders focused on making learning relevant, accessible, and engaging.

Strategy 3.2: Review and update the district mentoring and orientation programs based on staff feedback, research, and best practice.

Strategy 3.3: Maintain a comprehensive staff development program aligned with the APS mission and vision and student learning priorities to support staff in meeting the needs of all students.

Strategy 3.4: Review and update the supervision and evaluation process for all employees and make changes to reflect the district commitment to high-level job performance.

Strategic Area of Focus: Communications, Planning, and Partnerships

Goal 4: Develop communication systems, strategies and partnerships with parents, the community, and town officials to build shared expectations, understanding, and trust to support the APS vision, mission, and goals.

Strategy 4.1: Develop a comprehensive communications plan to disseminate information about the schools, solicit feedback from all constituencies, and engage the community in the school system's goals.

Strategy 4.2: Identify mutual needs and opportunities for collaboration and partnerships with parents, citizens, volunteers, business, and community partners.

Strategy 4.3: Engage the parent community, community-at-large, and local town government in developing a strong, collaborative partnership that supports the work of public schools and public school educators.

Strategic Area of Focus: Educational Funding, Financial Management, and Infrastructure

Goal 5: Sustainable plans and systems for the allocation and alignment of financial, building, technological, and human resources will be developed to support the APS vision, mission, and learning goals.

Strategy 5.1: Develop annual budgets supported by the town that reflect the APS mission, vision, and values to provide a comprehensive and balanced PK-12 educational program that is responsible and transparent in its use of municipal funds.

Strategy 5.2: Provide the facilities and technology necessary to support student learning needs and ensure that resources are equitably distributed across all schools within the district.

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Andover Public Schools
Strategic Focus Area 1: High Academic Achievement for All

Goal 1: APS Students will develop the essential “habits of mind” that underlie critical thinking, creativity and problem solving, effective communication, collaboration, and responsible citizenship needed to thrive in an increasingly complex and evolving global society.

Outcomes

- APS is a leader in innovative and inclusive instructional practices that meet the needs of its students through rigor, relevance, and alignment with 21st century learning standards
- APS curriculum is dynamic and supports 21st century learning defined as the 4C’s
- APS students are appropriately challenged and engaged in a broad, rigorous and relevant curriculum in APS “Habits of Mind”, clearly defined standards, and common/benchmark assessments.
- APS students have access to a range of programs and services that address social emotional learning, physical health, social competency, and responsible citizenship.
- Continued improvement is measured by qualitative and quantitative assessments including district, state and national assessments, e.g., MCAS, SAT’s, AP exams, art exhibits, concerts, fitness assessments, student work samples, journals, portfolios, etc.

Strategy 1: Ensure a well-sequenced PK-12 curriculum, instruction, and assessment system that is relevant, rigorous, consistent, and articulated so APS students are engaged in challenging academic experiences grounded in the essential 21st century “habits of mind” which we refer to as the 4C’s: critical thinking, creativity, collaboration, and communication.

Establish and articulate a core curriculum centered on APS “Habits of Mind” that prepares students with the intellectual, interpersonal, and reflective skills needed to thrive in an increasingly complex and diverse global society.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY15	FY 16		
1.1. Commit to continuous improvement in 21st C curriculum design processes that develop the “APS Habits of Minds” – critical thinking and problem solving, creativity and innovation skills, communication skills, collaboration skills, contextual learning skills, and information and media literacy skills for all students.	X	X	X	X	Asst Supt Lrng/Tchg Dir of Student Services Dir of Digital Learning Principals K-12/9-12 Curric Leaders*	<u>FY 13</u> - Director of Digital Learning and Digital Learning Specialists at MS and HS hired. - Tech Plan focused on improving the teaching and learning of APS Habits of Mind. - Teachers begin training in Habits of Mind curriculum and technology integration
1.2. Deliver learner-centered instruction that embeds “APS Habits of Minds” - critical thinking and problem solving, creativity and innovation skills, communication skills, collaboration skills, contextual learning skills, and information and media literacy skills - into the Andover Learning Expectations and common grade level assessments	X	X	X	X	In collaboration with: - <i>Teachers</i> - <i>Assistant Principals</i> - <i>Program Advisors*</i> - <i>Program Heads</i> - <i>Learning Specialists</i> - <i>Reading Specialists</i>	<u>FY 14-15-16</u> - FY 15 - Elem Digital Learning Specialists hired - Teachers trained in - Habits of Mind curric development - Adopted district programs - Tiered/Differentiated Instruction - Technology Integration
1.3. Analyze the MA Common Core Standards to articulate essential concepts and skills to be incorporated in the APS curriculum.	Math Writing	English	Wrld Lang. PE/Hlth		Asst Supt Lrng/Tchg Curric Advisory Team Curriculum Task Forces	Learning goals and master curriculum maps aligned with the MA Frameworks and Common Core are developed for courses and entered into the ATLAS curriculum database for ongoing use and revision.

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Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY15	FY 16		
1.4. Develop lessons, units, and courses in which students learn to work in groups, identify problems, solicit alternate viewpoints, ask critical questions, analyze evidence, draw conclusions and develop solutions.				X	Asst Supt Lrng/Tchg Principals Dir of Digital Learning K-12 Program Advisors* In collaboration with: - <i>Teachers</i> - <i>Assistant Principals</i>	Curriculum materials (curriculum maps, model units) clearly identify the essential understandings and APS “habits of mind” as the goals for learning. Implement curricula programs designed to produce deep understanding and authentic application of APS “Habits of Mind”. Curricula will include models for learning activities that embed the 4Cs and APS Habits of Mind. Curricular materials are reviewed to reflect the racial, ethnic, and social diversity that exists in Andover Schools.
1.5. Develop programs of study and interdisciplinary courses centered on the humanities, science and engineering, technology, the arts, and math (STEAM)	X	X	X	X		Programs of studies and curriculum maps articulate the integration of science, technology, engineering, arts, and math (STEAM) in coursework
1.6. Create “learning pathways” in the high school program centered on integrated learning and the 4 C’s (i.e. STEAM Studies, Humanities, World Languages, etc.) that prepare our students to critically and creatively think, innovate and communicate using the tools provided to them.		X	X	X		Two “pathways” per academic year are implemented
1.6. Implement project-based learning methodologies in grades K-12 to support student learning in the areas of critical thinking, creativity, collaboration and communication in which students must demonstrate mastery of the 4Cs and APS Habits of Mind.	Training	X	X	X		Project-based learning and interdisciplinary course of study sequence require students to have real world opportunities to synthesize, apply, and demonstrate their mastery of key concepts and APS Habits of Mind in the areas of STEAM and global studies.
1.7. Examine other schools’ curricula that provide global experiences, STEAM, and interdisciplinary learning & incorporate what is relevant for AHS.	X	X	X	X	Asst. Supt. Learn/Teach High School Principal Program Advisors Teachers	High School Principal makes recommendations relative to STEAM, global studies, & interdisciplinary offerings for the high school program.

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Strategy 1: Ensure a well-sequenced PK-12 curriculum, instruction, and assessment system that is relevant, rigorous, consistent, and articulated so APS students are engaged in challenging academic experiences grounded in the essential 21st century “habits of mind” which we refer to as the 4C’s: critical thinking, creativity, collaboration, and communication.

Establish and articulate a core curriculum centered on APS “Habits of Mind” that prepares students with the intellectual, interpersonal, and reflective skills needed to thrive in an increasingly complex and diverse global society.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY15	FY 16		
1.8. Establish World Language Task Force to determine direction and languages to be taught K-12. Implement the recommendations of the K-12 World Language program to provide APS students with the opportunity to become proficient in a language other than English and to develop cultural and civic skills.	FY 12	X	X Elem MS	X Elem	Superintendent Asst. Supt. Learn/Teach Principals Teachers	WL Task Force formed to develop WL Strategic Plan; Plan accepted by the School Committee (Dec. 2011). Annual recommendations are implemented as per the WL strategic plan. FY 15 – Middle School – 5 days of language classes FY 15 – Begin elementary WL Program at grade 1 or Gr. 5 and one grade per year for five years
1.9. Appoint a K-12 Program Advisor for World Language for 2012-13.	X Completed				Superintendent Asst. Supt. Learn/Teach Principals	K-12 World Language Program Advisor hired.
1.10. Establish Fine Arts Task Force to determine direction and staffing for necessary for K-12 program. Implement the recommendations of the K-12 Fine Arts program to provide APS students with a comprehensive program.	FY 12				Superintendent Asst. Supt. Learn/Teach Principals Teachers	FA Task Force formed to develop FA Strategic Plan; Plan accepted by the School Committee (Dec.2011).
1.11 Implement the recommendations of the K-12 Fine Arts program to provide APS students with a comprehensive program.	X	X	X			Annual recommendations are implemented as per the FA strategic plan. FY 14 – MS Choral & Instru.Music;Program Advisor; FY 15 - MS & HS Schedule Alignment to accommodate programs FY 15 - Elementary Band & Orchestra
1.12 Appoint a K-12 Program Advisor for Fine Arts for 2013-14.		X			Superintendent Asst. Supt. Learn/Teach Principals	K-12 Fine Arts Program Advisor hired.
1.13. Form partnerships with local, national, and international organizations to supplement the curricula and provide opportunities beyond the school day.	X	X	X		Superintendent Assistant Superintendent Director of Digital Learning Principals	FY 13 – 2 partnerships FY 14 – 2 partnerships FY 15 – 3 partnerships

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Strategy 2: Develop and implement a comprehensive assessment plan using multiple forms of assessment that is shared with students, teachers, administrators, and parents.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
2.1. Engage teachers and administrators in the development of a data usage philosophy to create a shared understanding of the ways in which we will and will not use data.	X	X			Asst Supt Lrng/Tchng Dir of Student Services Dir of Digital Learning Principals K-12/9-12 Curric Leaders* In collaboration with: - <i>Teachers</i> - <i>Assistant Principals</i> - <i>Program Advisors*</i> - <i>Program Heads</i> - <i>Learning Specialists</i> - <i>Reading Specialists</i>	<u>FY 13</u> - Data teams established at the elementary schools for the purpose of analyzing data related to literacy and math.
2.2. Establish Leadership/Data Teams in all schools PreK-12 to support educators in the use of data for decision-making.	X	X				<u>FY 14</u> - Data teams established at the middle and high schools for the purpose of analyzing data related to literacy and math.
2.3. Analyze instructional units in the curriculum database to determine if assessments represent a balanced assessment approach that utilizes formative and summative assessments based on curricula benchmarks and standards.	X	X	X	X		- Develop curriculum-embedded, performance-based assessments that are integrated and aligned with the state accountability system.
2.4. Create curriculum-embedded, performance based assessments that meet APS standards and the parameters of DESE district-based measures requirement.	X	X	X			- Implementation 50% of the K-12 assessments
2.5. Incorporate the use of common summative assessments to monitor program effectiveness.		X	X	X		- Data gathered to establish baseline results and evaluate effectiveness of assessments
2.6. Develop rubrics and assessments for district benchmarks and standards.		X	X	X		- Incorporate school-wide rubrics into master curriculum maps as a means of assessing student performance on the 4 Cs on key projects and assignments.
2.7. Analyze data from the assessments and use information to modify assessment and instructional practices and to provide intervention as needed.		X	X	X		- Parent Portal is opened; MOA re: Aspen implemented
2.8. Provide teachers, students, and families with on-line access to the Andover curricular benchmarks and standards.		X	X	X		<u>FY 15</u> - Implement curriculum-embedded, performance based assessments that are integrated and aligned with the state accountability system.
2.9. Prepare written communications and web pages regarding Andover's Learning Expectations and how student performance data are conveyed to parents.		X	X	X		- Establish baseline learning results and evaluate effectiveness of assessments using data gathered from assessments.
2.10. Develop common understanding about grading and reporting systems.		X	X	X		- Incorporate school-wide rubrics into master curriculum maps as a means of assessing student performance on key projects and assignments.

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Strategy 3: Ensure that students have diverse learning experiences that evidence differentiated instruction, an understanding of learning styles, and real world experiences through PK-12 classroom instruction.

**Implement differentiated instruction and a three-tier model of intervention for students identified as academically at risk
Develop a continuum of specialized programming designed to meet the needs of all PK-12 students.**

Action Steps	Timeline				Action Team & Resources	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY15	FY 16		
3.1. Implement and refine RTI programs at the elementary schools.		Elem	MS	HS	Asst Supt Lrng/Tchg Dir of Student Services Dir of Digital Learning Principals K-12/9-12 Curric Leaders*	FY 13 (and annual after FY 13) Documented student RTI referral and progress data Special education referral date Discipline Data
3.2. Organize professional development plan to support teacher training (both release day and SDC courses) opportunities that help teachers and staff: <ul style="list-style-type: none"> ▪ learn to differentiate instruction and implement these practices ▪ learn & incorporate project-based learning into their teaching ▪ determine essential questions and learning targets and further their understanding of <ul style="list-style-type: none"> ▪ instructional practices for ESL and special education students ▪ effective co-teaching practices and training ▪ standards-based practices (mapping, assessment, rubrics, grading) ▪ formalized teacher collaboration 	X	X	X		In collaboration with: <ul style="list-style-type: none"> - Teachers - Assistant Principals - Program Advisors* - Program Heads - Learning Specialists - Reading Specialists - Digital Lrng Specialists Resources: Entitlement Grants APS Budget Identify other grant funding	FY 13 Established staff development plan and timeline for FY 14 budget development
3.3. Use online tools to expand and support classroom curriculum and instructional practice.		X	X			
3.4. Provide middle and high school students with opportunities to learn in an online environment within the framework of existing courses.	HS only	X	X			FY 13 Establish list of options and opportunities Determine source of funding
3.5 Implement an Intensive Reading and Written Language Program for Grades 4/5 at Sanborn School.	X				Director of Student Services Sanborn Principal Program Heads for Elem & Intensives	FY 13 – LEAP Gr. 4-5 Program Implemented Documented program enrollment OOD cost avoidance Documentation of student progress
3.5 Implement an Intensive Reading and Written Language Program for Grads 6-7-8 at Doherty Middle School.		X			Resources: APS Budget	
3.6. Implement transition program for 18-22 year olds in collaboration with North Andover Public Schools.	X				Director of Student Services AHS Principal HS Program Head Resources: DESE Collaboration Grant APS Budget	FY 14 – LEAP Gr. 6-8 Program Implemented Documented program enrollment OOD cost avoidance Documentation of student progress

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Strategy 3: Ensure that students have diverse learning experiences that evidence differentiated instruction, an understanding of learning styles, and real world experiences through PK-12 classroom instruction.

**Implement differentiated instruction and a three-tier model of intervention for students identified as academically at risk
Develop a continuum of specialized programming designed to meet the needs of all PK-12 students.**

Action Steps	Timeline				Action Team & Resources	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY15	FY 16		
3.7. Implement an alternative program for students in grades 7 – 12		X Ph 1	X Ph 2		Director of Student Services AHS & MS Principals MS & HS Program Heads <u>Resources:</u> DESE Collaboration Grant APS Budget	FY 14 – Grades 9-12 Transitions Prog implemented FY 15 – Grades 7-8 Transitions Prog implemented Documented program enrollment OOD cost avoidance Documentation of student progress
3.8..Assess counseling and guidance programming an needs at the high school and make recommendations for programming.	X	X	X	X	Director of Student Services in collaboration with - <i>MS & HS Principals</i> - <i>Director of Guidance</i> - <i>Coordinator of SW</i>	Documented program and recommendations
3.9. Improve and standardize pre-referral team procedures at all levels.	X	X			Asst. Supt for Tchng/Lrning Director of Student Services In collaboration with - <i>MS & HS Principals</i> - <i>Program Heads</i> - <i>Reading Specialists</i> - <i>Learning Specialist</i>	Established handbook of forms and procedures Common title for all teams district-wide
3.11. Develop the PK-12 ELL Program Plan to comply with MA regulations.	X	X				Established handbook of structured guidelines for students assessment and service delivery - Teacher and administrator training provided to meet MA mandate

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Strategy 4: Ensure that each school has a strong and healthy school culture that promotes a sense of participation, wellness, safety, and security so students develop the social, emotional, and wellness competencies that will enable them to be self-aware, self-manage, and make responsible decisions.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
4.1. Implement curricula /programs/strategies that promote social emotional development, including cultural awareness, anti-bullying and other positive behavioral activities.	<p>Elem Open Circle</p> <p>HS Athletic & XCurric</p>	MS	HS	All	<p>Asst. Supt for Tchg & Lrng Director of Social Workers Principals</p> <p>With support from: <i>Assistant Principals Health/PE Coordinator Director of Nursing Director of Social Wkrs Athletic Director Teachers Nurses Adjustment counselors Parents Community members Health Advisory Committee Community Health Advisory Team (CHAT)</i></p> <p>Resources: Grant funding and APS Budget</p>	<p><u>FY 13</u> Open Circle (OC) is an established elementary program where students learn conflict resolution techniques from the Open Circle program which enable them to self-manage, resolve conflicts and make responsible decisions. OC "Sustainably Teams" are trained and implemented at each elementary school.</p> <p>Parent forums are held focusing on social competency with information posted to the APS website.</p> <p><u>FY 14</u> Advisory programs at the middle schools are re-established to ensure that students have a personal connection to an adult in the school.</p> <p><u>FY 15</u> An advisory program is implemented at the HS to ensure that students have a personal connection to an adult in the school other than their guidance counselor and/or social worker.</p>
4.3. Implement multi-year plan staff development plan for athletic coaches, extracurricular activities and club program leaders and student athletes and students participating in extracurricular activities.	X				<p>Director of Social Workers HS Principal HS Assistant Principals HS Athletic Director</p>	<p><u>FY 13</u> Coach and extracurricular program leader trainings are conducted annually.</p> <p>Student athletes and extracurricular leaders participate in leadership programs annually.</p>

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**Andover Public Schools
Strategic Focus Area 2: Technology Supported Learning**

GOAL 2: APS students will be immersed in interactive technology rich classrooms that support instruction and student learning to prepare them for a society dominated by digital communication.

Strategy 1: Provide a robust technological wireless infrastructure (including hardware, software, support, and training) to support classroom instruction and collaboration tools for students, teachers, and staff to support the learning, teaching, and administrative environments.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
1.1. Develop and implement a sustainable multi-year technology plan to support (a) student instruction that addresses 21 st century skills, assistive technology requirements, and modern administrative systems and (b) and administrative functions.	X	X	X	X	Superintendent Chief Information Officer Asst Supt – Learn/Teach Asst Supt - Finance Director Digital Learning Principals Assistant Principals K-12 Curriculum Leaders* Digital Learning Specialists Teachers Staff	<u>FY 14</u> - Sustainable, multi-year plan is developed and implemented. FY 14-16 - FY APS students and faculty use blended learning to facilitate experiential and interdisciplinary learning. School boundaries are expanded using blended learning innovations, structures, schedules, and links with the larger Andover community.
1.2. Expand wireless network capabilities to every classroom and school offices to include wireless options, remote access, multiple portals of entry, and improved backbone for enhanced access and control of internal and external network use while ensuring appropriate security and adequate support to sustain the network.		X	X		School Committee CIO Superintendent Director of Digital Learning	<u>FY 14</u> - A wireless computing strategy for APS is available in all schools and offices.
1.3. Fully convert to a the universal student and staff management database.		X	X		CIO Superintendent Asst Supt - Finance Principals	<u>FY 15</u> - A multi-tiered, controlled portal for administrators, teachers, students, and parents will enable full access to information regarding staff, students, and human resources management.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 2: Create technology-rich digital classrooms where students and teachers use appropriate and safe technology tools and resources that support the learning and teaching process.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY15	FY 16		
2.1. Provide technology-rich classrooms for all academic areas by providing teachers with current laptops to (a) create and present effective instruction materials, (b) provide access to digital resources and content, and (c) to improve efficiency in student grading, reporting, and recordkeeping.	X	X Laptops Projectors	X Trainin g	X Training	Superintendent Director of Digital Learning Asst. Supt. Tchng & Lrng Director Student Services Program Advisors Principals Teachers Digital Learning Specialists	<p><u>FY 14</u> Classrooms contain interactive whiteboards or similar device, mounted LCD projector, teacher laptop, full access to wireless network, audio system, and access to mobile web-enabled devices for students.</p> <p><u>FY 13, FY 14, FY 15, FY 16</u> Modern and efficient information systems and training opportunities are in place and used regularly to manage school and district operations that support staff, parents, and students and will be aligned to programmatic and curriculum initiatives as well as administrative functions.</p> <p><u>FY 13, FY 14, FY 15, FY 16</u> APS students and faculty use blended learning to facilitate experiential and interdisciplinary learning. School boundaries are expanded using blended learning innovations, structures, schedules, and links with the larger Andover community.</p>
2.2. Adopt and expand universal design curriculum development and integration of assistive technology to promote access to all learners.	X	X	X	X	Director of Digital Learning Asst. Supt. Tchng & Lrng Director Student Services	<p><u>FY 13, FY 14, FY 15, FY 16</u> APS students and faculty use assistive technology to facilitate learning.</p>
2.3. District uses software, open sources and cloud-based applications and services.	X	X	X	X	Asst. Supt. Tchng & Lrng ASst. Supt Fun/Adm Director of Digital Learning Director Human Resources Digital Learning Specialists IT Support Team	<p><u>FY 13, FY 14, FY 15, FY 16</u> District data management and academic applications are web-based or cloud services.</p> <p><u>FY 15, FY 16</u> Use of Google docs and apps for academic settings. Less reliance on licensed/installed software.</p>
2.4. Identify and support pilot projects that demonstrate effective teaching and learning methods using blended learning strategies in the classroom.	X	X	X	X	Superintendent Director of Digital Learning Asst. Supt. Tchng & Lrng Program Advisors Principals Teachers Digital Learning Specialists	<p><u>FY 13, FY 14, FY 15, FY 16</u> APS staff is supported in their creative use of rapidly evolving blended learning with professional development tools, and timely responses to technological needs.</p>

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 2: Create technology-rich digital classrooms where students and teachers use appropriate and safe technology tools and resources that support the learning and teaching process.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
2.5. Investigate, report findings, and recommendations. BYOD and 1:1 laptop programs at the middle and high schools and a 2:2 mobile lab program for the elementary level.	Research & Survey	Make recommendations	Pilot	Implement Gr. 6-12	Superintendent Director of Digital Learning Asst. Supt. Tchng & Lrng Digital Learning Specialists Digital Lrn task Force	FY 13, FY 14, FY 15, FY 16 Pilot programs that focus on technology-embedded instructional strategies

Strategy 3: Offer professional development programming to support APS efforts to integrate technology into (a) the teaching and learning process, and (b) business and administrative functions.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
Work with the Staff Development Commission (SDC) to develop a training program for staff to utilize software, network access, use of all peripherals, trouble shooting, and security issues.	X	X	X	X	Asst. Supt. Learn/Teach Director of Digital Learning Staff Dev. Commission	FY 13, FY 14, FY 15, FY 16 Staff development offering reflect needs of teachers and district regarding the technology integration goals.
Provide staff development program for administrative and support staff to use technology to streamline office practices and administrative work.	X	X	X	X	Asst. Supt. – Finance/Adm Director - Human Resources	FY 13, FY 14, FY 15, FY 16 Staff development offering reflect needs of teachers and district regarding the technology integration goals.
Ensure that teachers are proficient in standards for technology literacy and integration.	X	X	X	X	Asst. Supt. Learn/Teach Director of Digital Learning Staff Dev. Commission	FY 13, FY 14, FY 15, FY 16 Task Force defines standards and timeline for staff development.
Hire a Director of Digital Learning.	X				Superintendent HR Director School Committee	FY 13 - Director hired.
Hire digital learning specialists (DLS) proportionally by elementary school.			X		Superintendent HR Director Director of Digital Learning Principals School Committee	FY 14 - DLSs hired – hiring not achieved due to budget FY 15 – DLS positions proposed in FY 15 budget
Hire digital learning specialists at the middle and high schools.	X Middle & High School				Superintendent HR Director Director of Digital Learning Principals School Committee	FY 13 - DLSs hired – MS DLS hired in FY 13 due to additional C70 funding.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

**Andover Public Schools
Strategic Focus Area 3: Teaching and Leading**

GOAL3: Attract and retain well-qualified, highly effective, diverse, and responsive educators, staff and school leaders focused on making learning relevant, accessible, and engaging.

Outcomes

- Every student will be taught and every school and the district will be led by highly competent, strongly supported, and effective educators who are committed to the continuous advancement of their own content knowledge and teaching skills and who leverage instructional strategies, learning tools, and technology to make learning relevant, accessible, and engaging.
- APS personnel will be a more diverse group of educators.
- The culture of APS will be highly collaborative in terms of organizational development.

Strategy 1: Attract and retain qualified, passionate, and diverse teachers, support staff, and school leaders focused on making learning relevant, accessible, and engaging.

Action Steps	Timeframe				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
1.1. Develop a recruitment fair plan that incorporates protocols and specific dates/focus for participation of the leadership team and curriculum advisors	X	X	X	X	Dir. Human Resources Leadership Team Program Advisors	<u>FY 13, FY 14, FY 15, FY 16</u> Recruitment protocols will result in employment of a diverse and highly qualified educational staff
1.2. Recruit diverse candidates from multiple resources: colleges and universities; electronic bulletin boards; recruitment fairs; professional organizations; and print media.	X	X	X	X	Dir. Human Resources Principals	<u>FY 13, FY 14, FY 15, FY 16</u> Within a three year period, teachers of color will increase to reflect the percentage of students of color within the District
1.3. Create strategies and protocols for supervisors that increase the representation of candidates with diverse backgrounds.	X	X	X	X	Dir. Human Resources Principals	<u>FY 16</u> Strategies and protocols are developed and implemented increase the representation of candidates with diverse backgrounds by 5%.
1.4. Sponsor programs to develop an interest in teaching as a career (i.e. <i>Today's Students Tomorrow's Teachers, Future Teachers of America</i>)	X	X	X	X	Dir. Human Resources Principals	<u>FY 13</u> Today's Students Tomorrow's Teachers, Future Teachers of America Program developed and implemented. <u>FY 14, FY15, FY 16</u> Today's Students Tomorrow's Teachers, Future Teachers program is sustained and further developed.
1.5. Develop and publish system-wide protocols to insure that all new teachers will be hired, evaluated and oriented to new school community by June 30 whenever possible.	X				Dir. Human Resources Asst. Supt. T & L Principals	<u>FY 14</u> Strategies and protocols are developed and implemented to insure that all new teachers will be hired, evaluated and oriented to new school community by June 30 whenever possible.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 2: Review and update the district mentoring and orientation programs based on staff feedback, research, and best practice.

Action Steps	Timeframe				Action Team	Deliverables
	FY 13	FY 14	FY 15	FY 16		
2.1. Review and update the mentoring program to meet the needs of new hires, current teachers, and administrators.	X	X			Asst. Supt T & L Dir. Human Resources Leadership Team Mentor Coordinators Teachers	FY 13 - Develop a plan based on the survey (mentees and mentors) FY 13 - Develop criteria for matching mentees and mentors FY 14 - Program review completed and changes made for 2013-2014 school year.
2.1. Review and update the orientation and mentoring programs for the administrative team, teachers, instructional assistants, secretaries, nurses, custodians by developing a mid-year and end of year survey for each group.			X	X	Asst. Supt T & L Dir. Human Resources Leadership Team Mentor Coordinators Teachers	FY 14 - Survey developed and implemented FY 15 - Program review completed and changes made for 2014-2015 school year.

Strategy 3: Provide a comprehensive staff development, aligned with the APS mission, vision, and student learning priorities that supports staff in meeting the needs of all students.

Action Step	Timeframe				Action Team	Deliverables
	FY 13	FY 14	FY 15	FY 16		
3.1. Align the Staff Development Commission's (SDC) vision, mission, goals, outcomes and indicators and processes with the strategic plan.	X	X	X	X	Superintendent Assistant Superintendent SDC members	FY 13, FY 14, FY 15, FY 16 The district's annual professional development plan will demonstrate links to the priorities of the strategic plan.
3.2. Provide professional development that is aligned with the district's student learning priorities and that supports staff in meeting the needs of all students.	X	X	X	X	Assistant Superintendent SDC members Leadership Team Program Advisors Teachers	FY 13, FY 14, FY 15, FY 16 Teachers' classroom instruction evidence consistent application of effective instructional strategies to address the academic needs of all students in grades PK-12 as measured by classroom observations and student work.
3.3. Support teachers & administrators professional development to insure that their goals are aligned with strategic plan & DESE regulations	X	X	X	X	Assist Supt T & L Principals	FY 13, FY 14, FY 15, FY 16 Clear procedures, benchmarks and products established for course offerings that support the strategic plan.
3.4. Develop a training process for LT members and teachers in the development of IPDPs and the new teacher evaluation system that supports professional growth and the strategic plan		X	X	X	Asst. Supt. T & L Dir. Human Resources SDC Members	FY 14, FY 15, FY 16 Administrators and teachers are trained to implement the new evaluation regulations and its alignment the creation of IPDPs
3.5. Provide training to assist employees to develop competence in dealing with diversity and cultural differences.	X	X			Dir. Human Resources Assist Supt T & L Principals Staff Dev. Commission	FY 14 Provide professional development to improve and strengthen an awareness and understanding of diverse global cultures.
3.5. Build cohesive and consistent leadership that promotes collaboration and academic excellence at all levels of the school community through the creation of and support for teacher leaders.			X	X	Superintendent Asst. Supt. T & L Dir. Human Resources Principals Teachers	FY 15, FY 16 Current teacher leader roles reviewed and revised to meet current system needs or new roles created to support current district needs.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 3: Provide a comprehensive staff development, aligned with the APS mission, vision, and student learning priorities that supports staff in meeting the needs of all students.

Action Step	Timeframe				Action Team	Deliverables
	FY 13	FY 14	FY 15	FY 16		
						By 2016, 75% of all professional staff will be involved in school or district leadership or collaborative teaming initiatives as measured by enrollment reports. School teams and the leadership team develop and implement concepts of school learning communities to support distributed leadership as evidenced by the number of teacher leaders at school sites.

Strategy 4: Examine and update the supervision and evaluation process for all staff.

Action Step	Timeframe				Action Team	Deliverables
	FY 13	FY 14	FY 15	FY 16		
4.1 Implement effective evaluations that support professional teacher growth	X				Assistant Superintendent SDC members Leadership Team Program Advisors Teachers	<u>June 2013</u> Successfully negotiate the new educator evaluation language through collective bargaining.
4.2 Review and understand the components of the new state evaluation standards for both administrators and teachers.		X				<u>September 2013</u> Adopt and implement new MA mandated educator evaluation system in September 2013.
4.3 Develop an understanding of the new evaluation framework for and by teachers and administrators.	X	X				<u>FY 13</u> Provide comprehensive training for building-based implementation teams regarding the new MA Educator Evaluation System. Including AEA officers, teachers, and evaluators.
4.4. Review, refine and revised (as needed or required) the evaluation processes for teachers, teaching assistants, nurses, custodians, independents, administrators, and superintendent to insure that district commitment to high expectations and effective job performance are in place.		X	X			<u>September 2013</u> Teachers and administrators implement the new MA Educator Evaluation System <u>FY 14, FY 15</u> Continue training of teachers, administrators, evaluators and building-based teams as needed and required during the implementation year.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Andover Public Schools
Strategic Plan Focus Area 4: Communications, Planning, and Partnerships

Goal 4: Develop communication systems, strategies and partnerships with staff, parents, the community, and town officials to build shared expectations, understanding, and trust about the school system to support the APS vision, mission, and goals.

Outcomes

- Strategy 1**
- A comprehensive communications plan is developed and fully implemented by June 2014.
 - District parents report an increasingly favorable rating of the school district overall and their knowledge of the district's goals on school effectiveness surveys to achieve an 80% rating by 2016.
- Strategy 2**
- Parent and community member participation as volunteers in schools is increased by 15% by 2016.
 - Increase number of parents who attend school events, workshops, and PTO/PAC meetings by 30%.
- Strategy 3**
- 80% of community groups give a favorable rating related to their knowledge of the school district's goals on annual feedback surveys by 2016.
 - Collaborative efforts with town officials continue and are strengthened as measured by cooperative budget planning, implementation of CIP plan, the completion of the new Bancroft School project, and the relocation of the preschool program.

Strategy 1: Develop a comprehensive communications plan to disseminate information about the schools and to solicit feedback from constituencies and keep them engaged in specifics related to the school system's goals.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
Communication among and between staff within the district 1.1. Ensure there is an effective, PK-12 internal communication strategy in place.	X	X	X	X	Superintendent Asst. Superintendents Dir. of Student Services Dir. of Human Resources Principals	<u>FY 14</u> Notification system, APS email, and newsletters are used for communication to staff regarding school-specific information.
1.2. Create communication vehicles to improve curriculum and program articulation among Andover Schools.	X	X	X	X	Superintendent Asst. Supt Learn/Teach Director of Student Services Principals	<u>FY 14</u> Notification system, APS email, APS website are used for communication regarding school-specific information.
1.3. Create opportunities for teacher collaboration regarding "best practices" in terms of curriculum and pedagogy.	X	X	X	X	Superintendent Principals Teachers	<u>FY13, FY 14, FY 15, FY 16</u> Teachers present at faculty meetings and school committee meetings; student work is displayed in community venues.
1.4. Focus on transition points ensuring a seamless transition from one school/level to another.			X	X	Principals Assistant Principals Dir. of Student Services	<u>FY 15, FY 16</u> Parents, teachers, and students report that revised transition practices and services (school-to-school and grade-to-grade) at the PK-K, K-1, 5-6, 8-9 grade levels meet their needs as measured by annual parent and student surveys.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 1: Develop a comprehensive communications plan to disseminate information about the schools and to solicit feedback from constituencies and keep them engaged in specifics related to the school system's goals.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
Communication between schools and home 1.5 Establish predictable communication routines at all levels.	X	X	X	X	Superintendent Principals Teachers	<u>FY 13, FY 14, FY 15, FY 16</u> Notification System is used for email and voice communications to parents regarding school-specific information.
1.6. Ensure that families and community members receive school communications as intended and in a timely fashion.	X	X	X	X	Superintendent Principals	<u>FY 13, FY 14, FY 15, FY 16</u> Notification System is used for email and voice communications to parents regarding school-specific information.
1.7. Provide parents with online access to student information.		Pilots West El Wood Hill AHS	X	X	CIO Principals Teachers	<u>FY 15</u> Parent portal is fully implemented to provide parents with student and school information.
Communication between schools and the community 1.8 Utilize multiple forms of media, technology and existing resources to (1) increase public awareness of the district and (2) produce and disseminate community relations materials and events that showcase district/school information and initiatives.		X	X	X	SC Communication Subcom Superintendent Asst. Supt. – T & L Asst. Supt. – Finance Dir. Of Hum. Resources Leadership Team	<u>FY 14, FY 15, FY 16</u> Notification System (parents only), district website and school committee web pages are utilized to keep families and community members informed.
1.9 Publish the annual report and annual progress report on the attainment of the strategic plan goals, etc.		X	X	X	SC Communication Subcom Superintendent Asst. Supt. – T & L Asst. Supt. – Finance Dir. Of Hum. Resources Leadership Team	<u>FY 14, FY 15, FY 16</u> Annual report is published
1.10 Review and revise the Strategic Plan to reflect changing circumstances.	X	X	X	X	Superintendent Leadership Team SP Steering Committee	<u>FY 13, FY 14, FY 15, FY 16</u> Strategic Plan is updated annually.
1.11 Work with the local newspaper to include more feature stories focused on the schools.	X	X	X	X	SC Communication Subcom Superintendent Leadership Team	<u>FY 13, FY 14, FY 15, FY 16</u> Feature articles about the schools are published in the local newspapers.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 2: Expand and strengthen collaborations with parents, volunteers, business and community partners, and others to support student achievement. By identifying mutual needs and opportunities for collaboration and partnerships.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
2.1. Develop links to university faculties, students, and research findings that can support Andover schools and students.	X	X	X	X	Superintendent Assistant Supt. Learning/Tching Director of Student Services Development Coordinator	<u>FY 13, FY 14, FY 15, FY 16</u> Partnerships are developed to support Andover school initiatives.
2.2. Solicit partnerships with local businesses and civic organizations.	X	X	X	X	Superintendent Leadership Team K-12 Curric. Leaders* Teachers & Staff	<u>FY 13, FY 14, FY 15, FY 16</u> Partnerships are developed to support APS students learning and strategic plan initiatives. <u>FY 15</u> A data-base of school-business partnerships is created to prevent replication and overuse of local organizations.
2.3. Explore opportunities to regionalize services with other school districts.	X	X	X	X	Superintendent Assistant Supt. Learning/Tching Assistant Supt. Finance/Adm Director of Student Services Development Coordinator	<u>FY 13</u> – TOP Program with North Andover <u>FY 14-FY 16</u> - Regional programs are developed with area school districts.
2.4. Develop a viable volunteer program which includes all school constituents: parents, elder citizens, business and cultural institutions.			X	X	Principals Assistant Principals Teachers & Staff Development Coordinator	<u>FY 15, FY 16</u> A database is developed to match volunteers with opportunities. A volunteer coordinator is recruited to develop and supervise the volunteer database. Types of volunteer opportunities available are communicated to stakeholders. Volunteers are recruited with specific expertise to volunteer time and training.
2.5. Provide parents with multiple opportunities to participate in the life of the school through volunteer activities, school council participation, etc.	X	X	X	X	Principals Assistant Principals Teachers & Staff	<u>FY 13, FY 14, FY 15, FY 16</u> Increased parent participation at each school

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 3: Engage the parent community, community-at-large, and local town government in developing a strong, collaborative partnership that effectively supports the work of public schools and public school educators.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
<p>Develop the community's understanding of current and future educational practices and challenges.</p> <p>3.1. Develop common practices to involve parents and the community in supporting the vision, mission and strategic goals of the school district.</p>	X				<p><u>District Level</u> SC Communications Subcomm. Superintendent</p> <p><u>School Level</u> Superintendent Leadership Team</p>	<p><u>FY 15</u> - Parents and community groups give a favorable rating related to their knowledge of the school district's goals on annual feedback surveys by 2015.</p>
<p>3.2 School Committee Chair confers weekly with BOS Chair and Finance Committee Chair regarding school and town matters.</p>	X	X	X	X	<p>SC Chair BOS Chair Finance Committee Chair</p>	<p><u>FY 13, FY 14, FY 15, FY 16</u> Collaborative and cooperative budget planning Implementation of CIP plan</p>
<p>3.3 Tri-Board (School Committee, Board of Selectmen, and Finance Committee) meetings are held quarterly to review school/town matters.</p>	X	X		X	<p>School Committee & Supt. Board of Selectmen & TM Finance Committee</p>	<p><u>FY 14</u> - Completion of the new Bancroft School project <u>FY 16</u> - Relocation of the preschool program.</p>

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Andover Public Schools
Strategic Plan Focus Area 5: Educational Funding, Financial Management ,and Infrastructure

GOAL 5: Develop sustainable plans and systems for the allocation, and alignment of financial, building, technological, and human resources to support the APS vision, mission, and learning goals that are responsive to students and school needs.

Outcomes

Strategies 1 & 2 – Educational Funding and Financial Management

- Budget planning and related decisions are informed based on the availability of accurate models and projections.
- School district funding needs are articulated and incorporated into the Town Manager's and Tri-Boards budget process, planning documents, and funding decisions as measured by

Strategy 3 - Infrastructure

- Direct connection to the network and Internet through wireless capabilities is operational in all classrooms and areas of school buildings for the 2013-2014 school year.
- New Bancroft School is operational by the 2014-2015 school year.
- Preschool is relocated to a new site and is operational by the 2015-2016 school year.
- Develop a sustainable technology plan that addresses 21st century skills, assistive technology requirements, and modern administrative systems

Strategy 1: Develop annual budgets that reflect the mission and values that are supported by the town that provide a well-rounded, balanced educational program.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
1.1 Work with the finance committee and other town officials, committees, and community to preserve commitment to fiscal responsibility, while supporting a well-rounded, balanced educational program.	X	X	X	X	School Committee SC Budget Subcommittee Superintendent Asst. Supt. - Finance	<u>FY 13 – FY 16</u> Annual budgets that reflect the APS vision and mission are supported by the Town. Budget planning and related decisions are informed based on the availability of accurate models and projections from the Town.
1.2 Develop and revise long-range forecast of school operating expenditures to better understand the “big picture” and inform the resource allocation process.	X	X	X	X	School Committee Superintendent Asst. Supt. - Finance	<u>FY 13 – FY 16</u> School district funding needs are articulated and incorporated into the Town Manager's and Tri-Boards annual budget process and planning documents.
1.3 Evaluate programs for effectiveness, efficiencies, and cost-effectiveness.	User Fee Collection	Bus Trans Fee Collection	All Day K & PS		Superintendent Asst. Supt. - Finance Director of Student Services Leadership Team	Programs are identified annually for evaluation on a cyclical basis.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 1: Develop annual budgets that reflect the mission and values that are supported by the town that provide a well-rounded, balanced educational program.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
1.4 Update Capital Improvement Plan (CIP) to reflect current capital priorities together with realistic financial planning for the maintenance of the physical plant.	X	X	X	X	School Committee Superintendent Asst. Supt. - Finance Principals Director of Plant & Facilities	<u>FY 13 – FY 16</u> School district capital and maintenance needs are articulated and incorporated in to the annual Capital Improvement Plan (CIP) process and documents.
1.5 Update technology infrastructure plan to reflect current priorities together with realistic financial planning for the maintenance of the infrastructure to support learning, teaching, and administrative functions.	X	X	X	X	School Committee Superintendent Asst. Supt. – Finance Chief Information Officer Principals	<u>FY 13 – FY 16</u> School district technology infrastructure needs are articulated and incorporated in to either the annual Capital Improvement Plan (CIP) process and documents or the annual operating budget process.
1.6. Explore and expand revenue generating opportunities such as facility rentals, summer usage, and other revenue streams.	Revise Facility Use Policy				School Committee Asst. Supt. – Finance	<u>FY 13</u> The district's facilities use policy is revised to provide for greater use by the community in ways that can be revenue producing for the district.

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 2: Demonstrate that the district is responsible and transparent in its use of municipal funds.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
2.1. Identify ways to realize economies of scale, share resources, and coordinate/regionalize services to improve delivery of services.	X	X	X		School Committee Superintendent Asst. Supt. – Finance Director of P & F Chief Information Officer Principals	<p><u>FY 13</u> User fees, bus transportation, and food services are paid through an on-line payment system.</p> <p><u>FY 14</u> Financial management systems (purchase orders, work orders, etc.) are computerized.</p> <p><u>FY 15</u> Financial systems (purchase orders) and Human Resources systems (position controls, etc.) are computerized.</p>
2.2. Communicate approaches and successes with cost savings and cost avoidance.	X	X	X	X	School Committee Superintendent Asst. Supt. - Finance	<p><u>FY 13 – FY 16</u> Annual progress is communicated to the school committee and community via meetings and information posted on the district website.</p>
2.3 Promote recycling, energy conservation, alternative energy options, paper-use reduction, and environmentally responsible practices regarding building and grounds maintenance.	Solar Compost	Compass t @ Elem Schools	TBD	TBD	School Committee Superintendent Asst. Supt. – Finance Dir. of Plant & Facilities CIO Andover Planning Director Principals	<p><u>FY 13 –FY 16</u> Annual projects are identified, implemented, and reported to community at school committee meetings.</p>
2.4. Continue to apply for state, federal and private grants and pursue public/private partnerships and other revenue sources and seek funds and in-kind services from area businesses and community groups.	X	X	X	X	Superintendent Asst. Supt. – Finance Grant Coordinator Leadership Team	<p><u>FY 13 –FY 16</u> School system receives increased funding to support initiatives related to the strategic plan goals.</p>

The Andover School Committee approved the Strategic Plan on November 18, 2011.

Strategy 3: Provide facilities and technology necessary to support student learning expectations and ensure that resources are equitably distributed across all schools and across the district.

Action Steps	Timeline				Action Team	Deliverables Measures of Implementation Documentation
	FY 13	FY 14	FY 15	FY 16		
3.1. Update Capital Improvement Plan (CIP) to reflect current capital priorities together with realistic financial planning for the maintenance of the physical plant.	X	X	X	X	School Committee Superintendent Asst. Supt. – Finance Principals Director of Plant & Facilities	School district capital and maintenance needs are articulated and incorporated in to the annual Capital Improvement Plan (CIP) process and documents.
3.2. Make Network, Internet access, and wireless capabilities available throughout every classroom and school offices.		X			School Committee CIO Superintendent	<u>FY 14</u> Direct connection to the network and Internet through wireless capabilities in all classrooms and school offices.
3.3. Work with and support the Bancroft School Building Committee to build the new Bancroft School.	Building Project Underway	Building Project Underway	New Bancroft School opens		School Committee Superintendent Bancroft Principal	New Bancroft School is completed.
3.4. Work with and support the Town Manager with the formation of a school building committee for the study of the relocation of the preschool program.		Participate as member of school building committee	Preschool program project underway	Preschool program relocated and in operation	School Committee Superintendent Asst. Supt. - Finance Dir. Student Services Shawsheen Principal	Relocation plan for the preschool is developed and implemented resulting in the relocation and opening of the preschool by 2015-2016 school year.
3.5. Form a facilities subcommittee of the school committee to study space utilization needs for additional classroom space at the high school and make recommendations for further actions.	Form Committee Conduct study Submit CIP for study	Submit CIP for renovations	Town Mtg.		School Committee Superintendent Asst. Supt. - Finance Dir. Student Services High School Principal Director of Plant & Facilities	<u>FY 16</u> Space utilization plan is developed to realize additional classroom space at AHS.
3.6. Update housing development data in Andover to determine the trends regarding impact on school enrolment, facilities, budget, and transportation.	X	X	X	X	School Committee Asst. Supt. – Finance Zoning Board	<u>FY 13 –FY 16</u> Current information that can be used for short and long range planning.
3.7. Form a committee to develop a redistricting plan to be implemented when the new Bancroft School opens.		X		X	School Committee Superintendent Asst. Supt. - Finance Transportation Coordinator	<u>FY 16</u> Redistricting plan is implemented.

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