



Superintendent-Director Entry Plan Update May, 2019

Introduction

The purpose of this entry plan update is to provide the District with some initial findings based on new data that we have received since the December update. Our goal is to gain an understanding of the District as it relates to strong academic and career and technical learning. Having served as a member of this school community since 2017, there is much to learn from students, parents, faculty, staff, school committee, and the community-at-large. This entry process will take place over the year and those to follow; resulting in a strategic plan that encompasses all aspects of student learning.

Essex North Shore Agricultural and Technical School (ENSATS) is a unique district with eight agricultural and 17 technical programs. Servicing 17 sending communities and 35 additional districts, this entry plan will assist in determining the needs of each community we serve through thoughtful and ongoing conversations with stakeholders. I have reviewed our existing 5-Year Strategic Plan and Quality School Plan (QSP) to determine the connection between the two and how these inform our school's mission. At this time, the school community will continue to embed these plans into the culture and determine if they meet the needs of our shared vision to transform ENSATS into the premier agricultural and technical high school in the state.

Competitive Grant Applications

We continue to see success in grant applications that expand and enhance our technical and agricultural programs. To date, we have over \$950K in competitive grant funds received and nearly \$1.2M in pending applications.

Capital Skills Equipment Grant: \$125K (received)

This grant is intended to support multiple programs in the construction industry including Construction & Craft Laborers, Carpentry, Landscaping, and Masonry. Equipment includes an excavator, confined space equipment, scaffolding, and applicable tools.

Cell Signaling Technology Education in Science Committee, \$3,650K (awarded)

This grant will support Biotechnology in purchased equipment and supplies.

Mass IDEAS Grant Application: \$133K (received)

“Mass IDEAS is dedicated to helping communities across Massachusetts that are ready to learn from each other, share ideas, and turn great ideas into great schools.”



North Shore Community Action Program (NSCAP), \$65K (collaborator)

This grant was written by NSCAP with ENSATS as the site for Advanced Manufacturing training, if received. Collaborative meetings occurred in the summer and fall.

VWR Charitable Foundation, \$9K (received)

This grant will support Biotechnology supplies.

Cummings Foundation 100 for 100, \$100K (pending)

This grant will support construction related programs for on-site construction projects; including the Larkin Cottage rebuild.

Capital Skills Equipment Grant, \$495K (pending)

This grant will support equipment purchases for the on-site Angel Animal Clinic.

MA DESE Partnership Grant, \$15K (pending)

A planning grant to support expansion of efforts in the cities of Peabody, Gloucester, and Salem.

Workforce Competitive Trust Fund, \$250K (pending)

An extension project for unemployed and underemployed adults in the construction trades including plumbing, HVAC-R, and electrical.

Smith Family Foundation, \$200-300K (pending)

Funding will be used to support expansion of vocational education in the cities of Salem and Peabody where space is available.

MA DESE Teen Dating Violence Prevention, \$17K (received)

These funds will provide funding for student and faculty training, consultants for policy and protocol development and for workshops and presentations.

Competitive Senator Charles E. Shannon, Jr. Community Safety Initiative - \$80,000 (pending)

These funds will be used to update security features for Smith Hall, Arbor and the Farm Stand, update the LobbyGuard visitor management system and conduct a safety assessment of the campus.

MA DESE Improving Student Access to Behavioral and Mental Health – FY19 = \$20,000 FY20 = \$90,000 (received)

These funds will provide training and curriculum materials for the Think: Kids Collaborative Problem Solving (CPS) a program in the Department of Psychiatry at the Massachusetts General Hospital. Think: Kids teaches a revolutionary, evidence-based approach for helping students with behavioral challenges. Through training, support and clinical services, it promotes the understanding that challenging students lack the skill, not the will, to behave well – specifically skills related to problem solving, flexibility and frustration tolerance. Unlike traditional models of discipline, the CPS approach avoids the use of power, control and motivational procedures and instead focuses on building helping relationships and teaching at-risk kids the skills they need to succeed. Funds will also be used for consultants to assist with developing skills and strategies for assisting students dealing with anxiety and to continue the work that has taken place on tolerance and awareness of cultural differences.

Essex National Heritage Commission - \$2000 (received)

These funds will be used by the students in the Natural Resources Program, led by teacher Paul Crofts, to install a wind-powered water pump along the campus stream to create alternative drinking sources for the campus cattle, which are currently entering the stream to drink, eroding the banks and polluting the water with e-coli. The windmill will pump water into troughs the students will build to provide clean water sources and they will install a solar powered electric fence to keep the cattle from entering the stream. They will also plant wetland plants to help restore the stream banks.

Haas Foundation, \$16K (received)

These funds will support machine related competitions and tool awards for students over the next two years.

New England Biolabs Foundation, \$6,500 (pending)

MassBioEd Bio-Teach Equipment Grant, \$3,750, (pending)

Northeast Advanced Manufacturing Consortium (collaborator), \$50K

Advanced Manufacturing is a critical industry as identified by the regional blueprint. This funding will allow for 20 unemployed and underemployed adults to train and receive employment assistance during the summer months. This grant is a partnership with MassHire, NSCC, and Lynn Vocational Technical Institute.

Connections to School Community

Staff and Other Stakeholders

At the time of this meeting, Principal Donnelly and myself held multiple meetings to discuss concerns and open the lines of communication. Additional meetings are planned for the remainder of the year. It is anticipated in SY2020 that at three meetings per year will be held for the exclusive purpose of improved relations compared to the two meetings in SY2019. These meetings include parents, community members, transportation, clerical, maintenance/custodial, farm, technology, etc.

Program Advisory Committees

The program advisory committees continue to increase in attendance. Valuable industry standards are reviewed and recommendations made through the chairperson. At the spring meeting, Hancock Associates was recognized for their work with Natural Resource students and a partnership related to the Larkin Cottage.

Community Organizations and Governmental Officials

Site visits continued with sending communities and I attended one finance committee (Danvers) and one city council meeting (Gloucester). Data was presented specific to their community included special projects, cooperative education, and program enrollment application status.

A community breakfast (based on feedback from Danvers) will occur prior to the close of school.

We continue to meet regularly with our state representatives at various events and on-site as the budget process and approvals continue, grant applications are submitted, and legislative bills on the state level are being evaluated. Meetings include Chamber of Commerce, MassHire, Massachusetts Partnership for Youth, Congressman Moulton's office, to name a few.

The school hosted and attended many events over the school year that included the community.

- If They Had Known, the Clay Soper story
- Massachusetts Partnership for Youth Vaping Conference with Atty. General Healy
- Boston Public Schools Health Career staff training
- Chinese Delegation with MA DESE
- Triton Regional School District Vocational Fair
- Cape Ann College and Career Fair

- Alliance for Vocational Technical Education Forum for expanding access
- Chamber of Commerce mixer
- Kiwanis Club
- Rotary Club of Beverly
- North Shore Superintendent Round Table
- Retiree Luncheon

Our district has embarked on many projects that will benefit our students and community.

- Larkin Cottage
- Angell Hospital
- Orchard
- Alumni Gym Renovations
 - MSBA Roof and Boiler Project
- Smith Hall Renovations
- Gallant Hall Upgrades
- McNamara O'Shea Demolition
- Documentation shredding and digitizing

Safety & Security

The Emergency Response Team continues to meet and will have additional drills prior to the end of the school year. A review of ALICE was done schoolwide in March, 2019. These drills help create awareness of the importance of safety management protocols and our safety plan. Unfortunately, we needed to use the services of NEMLEC due to the loss of a student. This had a profound impact on our entire team at ENSATS.

10 additional security cameras will be installed prior to the close of school to increase both internal and external security. This includes both north and south campus. Smith Hall is secured at all times as a keycard access to the main entrance was installed. An electronic keypad entry system is being placed at Smith Hall for lower level ADA compliance entrance. A camera at the main entrance of Smith Hall was installed to monitor access. Also, two vape detectors were installed in bathrooms as a pilot for accuracy.

In keeping with our philosophy of educating the whole child, Officer Chase created the first "Hawk Kindness Week" where students and staff conducting random acts of kindness. This will be an annual event, however, it has jumpstarted daily acts of kindness for all. For example, a schoolwide summer book read, *Line Change*, the story of a hockey player from Massachusetts who was paralyzed. The hope is Matt Brown will come to the school in the fall to talk to our students.

Assessment and Accountability

Ongoing data reviews will address downward trends in Proficiency as we move forward to the Next Generation MCAS. Data has been loaded into student profiles and an exploratory data team has been formed. Currently, accepted students are being “claimed” which will expedite the scheduling process. Attendance reporting changes have been addressed to minimize the impact to Accountability this year. Students with extended absences are in the process of making up time. The Attendance Policy has been updated to better align with expectations.

Highlights for 2019 Graduates:

At this time, nearly all students have met all MCAS Competency Determinations needed for graduation. One final appeal went out last week which looks promising. We will have the results of this appeal back before the end of this month.

Students graduating this year have reported their plans for the future. Close to 30% of our students will enter the workforce. Students planning to pursue additional education are split with 49.6% entering a 4-year college and 16.9% entering a 2-year college. We are proud to report that 1.2% will go on to serve our country through military enlistment .

*****Construction Trades: 74 students of 324 (22%) where, traditionally, they enter the workforce.***

Tiered Focus Monitoring and CVTE Program Review (formerly Coordinated Program Review)

All documents have been collected and uploaded to the MA DESE portal. The collection of data was a team effort among special education, guidance, and the CTE program areas. Further, admissions policy and educational stability desk review copies have been submitted and feedback was presented in May. A safety audit was completed and returned with findings. The District will review the findings and make necessary updates prior to the close of school year. For example, the dust collection system was a recommendation from the state and was approved through the budget process.

Strategic Plan (District) and Quality School Plan

The Strategic Plan and Quality School Plan (QSP) have been reviewed extensively with the District Leadership Team. Further, these plans have been embedded into each department meeting, framed SMART goals, and are adorned on the backs of shirts given on the opening day. You often see staff wearing these shirts throughout the halls. The plans will continue to be the foundation of our work into SY2020 and SY2021.

Committee Work

Working subcommittees have been initiated and a member from each stakeholder group will be an active participant in at least one committee. During the first faculty meeting of the year, subcommittees were introduced and staff were asked to sign up. Subcommittees are co-chaired by an administrator and a staff member. This work is currently in progress and continues to bring engaging conversations to the forefront and ensure all faculty members are given an opportunity to give input on topics related to their interests. There are 18 subcommittees currently working. A list of subcommittees and members are included in this report.

***This is an area of growth for SY2020. While the year started out with consistent meeting dates and times, membership tended to decline and meetings were not occurring on a regular basis. The new calendar with Wednesday late start days will build in committee work to insure the objectives are met and there is consistency.*

Union Contracts and Administrative Contracts (teacher, custodial, clerical, transportation, paraprofessionals)

Contract negotiations are underway with several meetings planned for the near future. We are hopeful that we will come to an agreement prior to June 30, 2019.

Administrative contracts have been initiated. All administrative team members received a 2% increase with the exception of one, due to an increase in roles and responsibilities.

Budget Trends

Working with the School Business Administrator and other stakeholders, the budget continues to be reviewed for expenditures and revenues. Currently, the operational budgets have been restricted at the staff level and all requests for supplies need to be approved by the appropriate director. Further, encumbered funds are regularly reviewed to close out purchase orders in a timely manner. We will continue to pursue grants that benefit our students and the overall mission of our school.

Some funds were requested to be transferred so that special projects can be completed that will benefit students, staff, and the community. For example, upgrade wiring for Smith Hall as part of the MA Clean Energy Center work program for students.

Teacher Evaluation Documents (Self-Assessments, SMART Goals, Evaluations)

There is ongoing conversation with faculty to review best practices related to evidence collection. This will continue into 2020.

*****This is an area of growth. As we look at best practices and developing exemplars for both sides of the house (CTE and academic), there is additional work to be done that will be on-going.***

Professional Learning Plans

The professional development subcommittee, working from a draft plan, is engaged in creating a three year plan that includes all staff. This subcommittee has worked diligently to create valuable learning experiences for staff. Professional learning was thoughtful and many members of the faculty were presenters/facilitators. Frontline attendance software is being used to track PD attendance and staff are able to print out their own professional development points on a regular basis.

It is anticipated a 3-year plan will be formalized by the committee by June, 2019.

Lease Agreements

A one year lease with Peas in a Pod daycare has been completed. This will give the district additional time to determine the best use of space for the Gallant building. The Essex Sports Center lease was completed in April, 2019 and the outlook for additional businesses appear to be promising. Further, renovations to the second floor of Smith Hall will increase rental and/or training opportunities for the community at large.

Annual Town Reports

All towns received a one page document related to enrollment and projects associated with ENSATS. This was a collaboration with Design & Visual Communications, Graphic Communications, Bonnie Carr, Lisa Berube, Candy Levesque, Julie Ventri and myself.

SWOT Analysis

The SWOT Analysis survey was sent out and posted on our website for two months in order to collect as many responses as possible. Upon completion of the survey, which asked four questions about the district (strengths, weaknesses, opportunities, and threats), results were reviewed with a team of individuals. With many thanks for Joe Marino and Kim Dickson, open responses were categorized based on key words using the software, MaxQDA.

While overall respondents were low, information received was helpful to frame future work. Information on responses to the survey was shared with staff. Staff were invited to meet with me personally to review the responses. A sample trends included the following:

Strengths:

Students: shop teachers, CTE programs, cleanliness, security, staff, certifications, community

Staff: equipment, staff, building, culture, professional growth

Parents: sense of community, caring, success of students, enthusiasm, facilities, equipment, communication

Community: state of the art facility, shop/aggie programs, positive leadership

Weaknesses:

Students: food in the cafeteria, enrollment in programs

Staff: consistency in the administrative changes, class sizes and loads

Parents: rigor in the classroom, CTE programming

Community: budget concerns as the economy shifts

Opportunities:

Students: cooperative education, the economy, land use across the street

Staff: future trends, we will always need a workforce, increased number of applicants, too much focus on academics, reaching out to different populations (special education), Governor Baker's commitment to technical education, financial and programmatic support from staff, administration, advisory, federal, state

Parents: the addition of more vocational programs to expand, enthusiasm in communities, community outreach (adult education), there is a need for trades, future trends in jobs having more importance than 4 year degree

Community: expanding access, decreasing waitlist, innovative thinking working with member districts

Threats:

Students: poor communication, external factors, lack of diversity, enrollment

Staff: DESE licensure requirements, failing to meet the needs of students, too much focus on academics

Parents: state testing, travel time to get to school, not improving cooperative education

Community: funding, grants must be a continued, budget reductions and not getting passed

Information received will continue to be reviewed with the Leadership team this summer during our retreat. Instructional leaders have also been invited to attend this section of the retreat.

Additional Data Collection:

- A 12 question survey, based on the survey sent to all union members last school year was completed to begin to benchmark progress with administrative team.
- Data has been collected by 7 RVTSD(Blackstone Valley Tech, Shawsheen Tech, Greater Lawrence Tech, Whittier Tech, Greater Lowell Tech., and 5 sending communities.

Summary

While we have accomplished much this school year, there is more needed. Continuing with our *mission of creating a culture of academic and technical excellence*, our school community will work together to see that all students are ready for career and college. Essex Tech is a unique learning environment that blends academic, vocational, and agricultural learning. We draw from 17 sending and 35 surrounding communities, raise farm animals, plant orchards, complete building projects, service our members through an exceptional dining experience, manage 300 student tuition invoices, and oversee 24 buildings across two campuses. This is just a sampling of who we are as a community. The daily work of many more should be commended that are not specifically noted in this report. I find it essential to thank all staff, students, parents, extended community, and you, our District Committee, for the on-going support as we work together to realize the greatness of Essex North Shore Agricultural & Technical School.

We are *passionate* about our work. We are *committed* to continuing the work we started and we will *work hard* to realize our *mission of academic and technical excellence*.
