5-YEAR STRATEGIC PLAN

Timeline:
2016-17 Plan Created
2017-18 Year 1 - Action Plan Developed
2018-19 Year 2 - Superintendent’s Goals Aligned
2019-20 Year 3
2020-21 Year 4
2021-22 Year 5

VISION STATEMENT
Essex North Shore Agricultural & Technical School will provide students with a variety of life choices through career technical pathways. We will cultivate these choices through a community of learners that include dedicated staff, intrinsically-motivated students, and supportive caregivers to create a dynamic learning environment.

STRATEGIC OBJECTIVE 1
Pathways - Ensure that the educational experience provides opportunities for meaningful career and academic pathways.
Strategic Initiatives
1. Expand program opportunities and access for students.
2. Ensure program quality and relevance through a regular program evaluation process.
3. Implement project-based learning, integrating Career Technical Education and Academic programs, including curriculum work, professional learning, and planning time.
4. Establish a professional learning plan, including the sharing of best practices.

STRATEGIC OBJECTIVE 2
Culture - Promote a positive and inclusive school culture for all staff and students.
Strategic Initiatives
1. Create a School Culture Steering Committee comprised of students, teachers, parents, and administrators to coordinate school culture planning, events, and school traditions.
2. Increase student engagement through student activities and/or programming, including the performing arts.
3. Continue to develop a variety of school-wide assemblies, including technical experts and motivational speakers.
4. Develop a school branding and communication plan.
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STRATEGIC OBJECTIVE 3
Community - Build and foster community relationships.

Strategic Initiatives
1. Expand recruitment activities to develop greater awareness of Essex North Shore Agricultural & Technical School.
2. Enhance community outreach and communication to promote community partnerships with Essex North Shore Agricultural & Technical School.
3. Build a sense of community.
4. Expand adult education through certificate and licensure programs, including partnerships with community organizations.

STRATEGIC OBJECTIVE 1
Pathways - Ensure that the educational experience provides opportunities for meaningful career and academic pathways.

Strategic Initiatives
1. Expand program opportunities and access for students.
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3. Implement project-based learning, integrating Career Technical Education and Academic programs, including curriculum work, professional learning, and planning time.
4. Establish a professional learning plan, including the sharing of best practices.

Strategic Initiative #1 - Outcomes
- Increase the number of acceptances by 10% with the incoming class of 2023.
- Conduct a space assessment (classrooms, shops, etc.)
- Double enrollment in Adult Education
- Offer After School/Summer Career Technical Education

Strategic Initiative #1 - Early Indicators of Success
- In the next year, Essex North Shore Agricultural & Technical School will assess four new programs
- Workforce data (WIB)
- Add 2-3 licensable programs
- Reach out to 20 businesses for training needs
- Assess models, narrow down, and put effort into

Strategic Initiative #2 and #4 - Outcomes
- PAC will assess program quality through the DESE quality assessment tool (co-op, internships, certifications, college credit, enrollment, etc.)
- Establish a comprehensive district-wide professional development plan that aligns to the Strategic Action Plan.

Strategic Initiative #2 and #4 - Early Indicators of Success
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- Prior to spring PAC, educate staff on tool to be presented at spring meeting by March 1st
- Designate 1 form per department
- Develop a professional development team to assess current offerings and determine future professional development by May 1st
- NEASC evaluation

STRATEGIC OBJECTIVE 2
Culture - *Promote a positive and inclusive school culture for all staff and students.*

Strategic Initiatives
1. Create a School Culture Steering Committee comprised of students, teachers, parents, and administrators to coordinate school culture planning, events, and school traditions.
2. Increase student engagement through student activities and/or programming, including the performing arts.
3. Continue to develop a variety of school-wide assemblies, including technical experts and motivational speakers.
4. Develop a school branding and communication plan.
5. Create a plan for promoting an inclusive school culture for all students and staff.

Strategic Initiative #1 - Outcomes
- Create a School Culture Steering Committee to gauge interest through survey, email,

Strategic Initiative #1 - Early Indicators of Success
- Name representatives to the School Culture Steering Committee and set a first meeting date
- Have Student Activities Coordinator oversee the SCSC

Strategic Initiative #2 - Outcomes
- Identify students not being “serviced” by athletics and activities
- Create a marketing plan for announcements to ensure that all students know about school events (sport games and activities)
- Incentivize student attendance at activities (e.g. Hawk Points)
- Increase engagement with those students outside the core

Strategic Initiative #2 - Early Indicators of Success
- Determine interest for students outside of the normal activities
- Establish “Teacher Culture” by promoting their role in the building through involvement and inclusion
- Publicize/Market school successes
- Expand social media presence and branding

Strategic Initiative #3 - Outcomes
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● Create a school-wide assembly plan
  ○ Trimester pep rally (October, February, May) for athletics, FFA, and SkillsUSA
  ○ Schedule a monthly speaker series
  ○ Schedule periodic class meetings (possibly by CTE area with career-specific speakers)
  ○ Identify alumni speakers to honor/showcase where they are now in their careers

Strategic Initiative #4 - Outcomes

● Create a School Branding Group or Committee
● Make school social media “click worthy” (read… not just follow)
● Promote content through social media
● Communicate school pride through a positive branding identity

Strategic Initiative #5 - Outcomes [Added March 2018]

● Promote a high level of staff/student awareness and respect around cultural diversity
● Form student group to promote cultural respect campaign - student driven (e.g. GSA)
● Schedule monthly diversity celebrations
● Increase diversity of applicants
● Improve community outreach to ELL student populations
● Improve comfort level for incoming freshmen about cultural diversity
● Establish and implement protocols for classroom discussions
● Determine a review process for textbooks
● Representation matters: role models/assemblies of outside experts

Strategic Initiative #5 - Early Indicators of Success

● Higher student retention for 2018/19
● Higher applicants, accepts, matriculation rates
● Discussion protocols in place through teacher professional development

STRATEGIC OBJECTIVE 3
Community - Build and foster community relationships.

Strategic Initiatives

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Strategic Initiative #2 - Outcomes

● Create a yearly rotations of events that become school traditions (shop wars, fundraisers, rallies, etc.)
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- You feel like you are walking into Essex North Shore Agricultural & Technical School (a cohesive, blended representations)
- Create a physical school store that is affordable, accessible, and promotes school pride
- It’s okay to have fun

Strategic Initiative #2 - Early Indicators of Success

- Schedule and distribute a calendar with annual traditions
- Establish an initiative to decorate the school (cover the white wall with student work)
- Schedule professional development days for teachers
  - Motivational speaker
  - Integrated time
- Form a cohesive group that is similar to the “family” model

Strategic Initiative #3 - Outcomes

- Increase student volunteers in the community
- Schedule an evening Open House
- Create videos for each CTE program with website links
  - Certifications
  - Career opportunities
  - “A Day in the Life”
- Conduct targeted interviews
- Increase alumni involvement through call back and outreach
- Offer Adult Education Open House
  - Post online reviews
- Offer to host licensing and trade meetings (e.g. pesticides, CDL, hoisting)
- Conduct a targeted invitation of people from the field to Open House
- Showcase alumni student successes
- Hold Open House and Homecoming on the same day
  - Welcome back alumni with an event
  - Promote tailgating with fun contests: chili, wings, tents, no alcohol