



# ESSEX NORTH SHORE

AGRICULTURAL & TECHNICAL SCHOOL DISTRICT

## 5-YEAR STRATEGIC PLAN

### Timeline:

**2016-17 5-Year Strategic Plan Created**

**2017-18 Year 1 - Action Plan Developed**

**2018-19 Year 2 - Superintendent's Goals Aligned**

**2019-20 Year 3 - Implementation and revision through a Theory of Action**

**2020-21 Year 4 - Equity and Inclusionary practices and 20-21 State COVID Guidance**

**2021-22 Year 5 - DEI, Reboot Culture, and CTE Pathways**

### Theory of Action

If the leadership team re-envisioning learning at Essex North Shore Agricultural & Technical School and provides professional learning opportunities for stakeholders, including teachers, staff, students, parents, community collaborators, to work in action teams to create deeper connections between career technical-agricultural education and academic learning, then our students will be active in leading their own learning and will be better prepared for life. We will see the results of our re-envisioning work in greater opportunities for student-led integration learning, continuous intellectual growth, and higher levels of professionalism, determination, and citizenship.

### 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 a meaningful career and academic pathways.*

### Strategic Initiatives

1. Expand program opportunities and access for students.
2. Using the graduate profile, ensure program quality and relevance through a regular program evaluation process.
3. Through our CTAAC work, implementing 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 with a focus on integration learning, social-emotional learning, student learning teams.
5. Design and implement a new schedule to ensure our students are future-ready



# ESSEX NORTH SHORE

## AGRICULTURAL & TECHNICAL SCHOOL DISTRICT

### 5-YEAR STRATEGIC PLAN

#### 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. Ensure equitable access for all students to students' activities and/or programming that will increase their cultural proficiency.
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. Provide all students and staff have access to culturally inclusive and responsive curriculum and high-quality instructional practice.

#### STRATEGIC OBJECTIVE 3

Community - *Build and foster community relationships.*

##### Strategic Initiatives

1. Define New Collar Workforce and Future-Ready as they relate to the admissions process and for all community members.
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.
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 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



# ESSEX NORTH SHORE

## AGRICULTURAL & TECHNICAL SCHOOL DISTRICT

### 5-YEAR STRATEGIC PLAN

#### Strategic Initiative #1 - Early Indicators of Success

- In the next year, Essex North Shore Agricultural & Technical School will assess four new programs
- Workforce data (MASS Hire)
- 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

- Prior to spring PAC, educate staff on tool to be presented at the 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



## **5-YEAR STRATEGIC PLAN**

### **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**

- 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



# ESSEX NORTH SHORE

AGRICULTURAL & TECHNICAL SCHOOL DISTRICT

## 5-YEAR STRATEGIC PLAN

- Discussion protocols in place through teacher professional development

### 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 Initiative #2 - Outcomes

- Create a yearly rotation of events that become school traditions (shop wars, fundraisers, rallies, etc.)
- 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



# ESSEX NORTH SHORE

AGRICULTURAL & TECHNICAL SCHOOL DISTRICT

## 5-YEAR STRATEGIC PLAN

- Promote tailgating with fun contests: chili, wings, tents, no alcohol