



SMART Goals  
SY2018-2019  
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**Mission Statement**

The mission of Essex North Shore Agricultural and Technical School is to *create* a culture of academic and technical excellence, *encourage* continuous intellectual growth, and *promote* professionalism, determination, and citizenship for all students, as they *develop* into architects, artisans, and authors of the 21st century community.

**Leadership Team Values**

*Established July, 2018*

- **Committed**
  - I have a strong commitment to ENSATS as I believe we possess the resources (human, facilities, financial) to be the best agricultural and technical school in the Commonwealth.
- **Loyal**
  - I am loyal to the school and its community. ENSATS is where I would like to grow as a leader and shape my skills to better prepare our students for the ever-changing workforce.
- **Reliable**
  - I am dependable and you can trust I will work toward excellence in everything I do. I am present and visible and appreciate the uniqueness of our district including school and facilities.
- **Passionate**
  - I am excited to bridge the connection between the academic learning and technical skills through connections and relationships built with students, parents, staff, and our community partners.
- **Hardworking**
  - I will work toward achieving our mission of *creating, encouraging, promoting, and developing* our students. We must never become complacent in our approach to learning whether it be academic, agricultural, technical, social emotional, or preparing our students to be the best they can be.

## Professional Practice Goal

I will enroll and participate in the New Superintendent Induction program sponsored by MASS.  
 ([http://www.massupt.org/wp-content/uploads/2017/12/NSIP\\_Spotlight\\_New\\_Superintendent\\_FINAL.pdf](http://www.massupt.org/wp-content/uploads/2017/12/NSIP_Spotlight_New_Superintendent_FINAL.pdf))

MA DESE Standard Alignment	Action Item	Timeline	Evidence	Update Spring 2019
	<ol style="list-style-type: none"> <li>1. Develop relationship with mentor assigned.</li> <li>2. Create meetings with mentor that are consistent with recommended plan.</li> <li>3. Meet with mentor regularly via phone and in-person.</li> <li>4. Attend meetings as identified by MASS.</li> </ol>	7/1/2018-7/1/2020	<ul style="list-style-type: none"> <li>● Register for Superintendent Induction Program</li> <li>● Register for MASS Summer Content Institute</li> <li>● Review of meeting logs and action items</li> </ul>	<ul style="list-style-type: none"> <li>● Attended content days, February 10, March 13, May 1</li> <li>● Completed all assignments</li> <li>● Completed leadership survey</li> <li>● Coach meetings with Chris McGrath, MASS.</li> <li>● Registered for summer institute</li> </ul>
				Update 12/13/2018
				<ul style="list-style-type: none"> <li>● Attended content days July 10, August 10, October 3, November 14</li> <li>● Completed all assignments.</li> <li>● Coach meetings with Chris McGrath, MASS.</li> </ul>

### Alignment to the Superintendent Standards

*This professional practice goal will provide the mentorship needed as I enter into my first superintendency.*

**Based on Strategic Plan, adopted 6/2018**

Student Improvement Goal	District Improvement Goal	District Improvement Goal
I will work collaboratively with the Building Leadership Team to develop and implement a school improvement plan that focuses on student achievement in both academic and technical education.	I will work with the District Leadership Team to develop and implement action items related to the strategic plan approved in SY 2017-2018.	I will work with the CTE Directors, Community Relations Coordinator, Cooperative, Education Coordinator, Director of Guidance to build and foster community relations.

Student Improvement Goal
I will work collaboratively with the Building Leadership Team to develop and implement a school improvement plan that focuses on student achievement in both academic and technical education.

Strategic Objective	Action Item	Evidence	Update: Spring 2019
<p><b># 1 Pathways:</b> Ensure that the educational experience provides opportunities for meaningful career and academic pathways.</p>	<ol style="list-style-type: none"> <li>Expand program opportunities and access for students.</li> <li>Ensure program quality and relevance through a regular program evaluation process.</li> <li>Implement project-based learning (PBL), integrating Career Technical Education and Academic programs, including curriculum work, professional learning, and planning time.</li> </ol>	<ul style="list-style-type: none"> <li>Increase number of acceptances by 10% with the incoming class of 2023.</li> <li>Conduct a space assessment (classrooms, shops, etc.)</li> <li>Double enrollment in Adult Education</li> <li>Offer After School/Summer Career Technical Education</li> <li>PAC will assess program quality through the DESE quality assessment tool. QAT completed. Sections</li> </ul>	<ul style="list-style-type: none"> <li>Accepted 440 with more as others drop off.</li> <li>Space assessment based on teacher and student ratios completed using state recommendations (CTE) and learning walks/schedule data.</li> <li>Summer CTE programming to start July 2019.</li> <li>Quality Assessment Tool is in progress based on new Directors.</li> <li>3-Year PD Plan complete 6/19.</li> <li>Smooth MCAS 2.0 roll-out.</li> <li>Appeals to DESE for completion.</li> <li>MASSIdeas design principles</li> </ul>

	<p>4. Establish a professional learning plan, including the sharing of best practices</p>	<p>completed by PAC at Spring 18 and Fall 18 meetings and Instructors completed the remaining portions.(co-op, internships, certifications, college credit, enrollment, etc.)</p> <ul style="list-style-type: none"> <li>● Establish a comprehensive district-wide professional development plan that aligns to the Strategic Action Plan.</li> <li>● Create a FAFSA Day for parents/students inviting MEFA to attend and assist with applications.</li> </ul>	<ul style="list-style-type: none"> <li>● Integration team for building cross-curricular lessons.</li> <li>● First post secondary Chapter 74 advanced manufacturing program in the state to be approved.</li> </ul> <p style="background-color: #00FF00; padding: 2px;">Update 12/13/2018</p> <ul style="list-style-type: none"> <li>● In progress. We are currently receiving applications. Expanding access through partnerships.</li> <li>● In progress. Leadership walked the building in summer, 2018. Further discussions and plan to be complete by 4/1 for notification of staff.</li> <li>● WINGS program implemented.</li> <li>● Review of POS and schedule.</li> <li>● Adult education numbers are at 139 participants Fall 2018 and new courses have been developed and added for the Winter/Spring/Summer 2019.</li> <li>● Gloucester partnership beginning 1/2019 and summer programming to occur in Summer 2019.</li> <li>● MASSIdeas grant for PBL and rethinking high school application.</li> <li>● PD plan to be complete in June, 2019 through subcommittee work.</li> </ul>
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			<ul style="list-style-type: none"> <li>● PAC quality assessment tool given at Fall meeting.</li> <li>● High expectation workshop from Research for Better Teaching in spring, 2019 for grade 10 ELA and math teachers.</li> <li>● Ongoing academic/CTE visits to monitor instructional practice and calibrate with leadership team.</li> <li>● MEFA and FAFSA events.  <b>SY 18-19</b>            -College Fair &amp; Senior Parent Sessions Oct 3, 2018            -MEFA Info Session Oct 17, 2018            -Parent &amp; Student Emails re: MEFA, FAFSA on the SPOT events (e.g.: Northeast Dec 5), Scholarships ONGOING            -Sophomore &amp; Junior Parent Night Mar 6, 2019             Guidance has been planning for FAFSA on the SPOT for FY19-20 to follow Senior events:  <b>SY19-20</b>            -College Fair &amp; Senior Parent Sessions Early Oct            -MEFA Info Session Mid Oct  <b>-NEW: SY FAFSA on the SPOT Early Dec (for ENSATS &amp; Community)</b></li> </ul>
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**Alignment to the Superintendent Standards (MA DESE)**

- ❑ Indicator I-A. Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.
- ❑ Indicator I-E. Data-Informed Decision Making: Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.
- ❑ Indicator II-B. Human Resources Management and Development: Implements a cohesive approach to recruitment, hiring, induction, development, and career growth that promotes high-quality and effective practice.
- ❑ Indicator III-A. Engagement: Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district and community.

## District Improvement Goal

I will work with the District Leadership Team to develop and implement a plan related to positive school culture for staff and students.

Strategic Objective	Action Item	Evidence	Update Spring 2019
<p><b>#2 Culture:</b> Promote a positive and inclusive school culture for all staff and students.</p>	<ol style="list-style-type: none"> <li>1. Create a School Culture Steering Committee comprised of students, teachers, parents, and administrators to coordinate school culture planning, events, and school traditions.</li> <li>2. Increase student engagement through student activities and/or programming, including the performing arts.</li> <li>3. Continue to develop a variety of school-wide assemblies, including technical experts and motivational speakers.</li> <li>4. Develop a school branding and communication plan.</li> </ol>	<ul style="list-style-type: none"> <li>● Create a School Culture Steering Committee to gauge interest through survey, email, and personal contact</li> <li>● Identify students not being “serviced” by athletics and activities</li> <li>● Create a marketing plan for announcements to ensure that all students know about school events (sport games and activities)</li> <li>● Incentivize student attendance at activities (e.g. Hawk Points)</li> <li>● Increase engagement with those students outside the core</li> <li>● Create a school-wide assembly plan</li> </ul>	<ul style="list-style-type: none"> <li>● Active participation in social media, press releases, community updates.</li> <li>● Created FIT Team and Student Leadership Team.</li> <li>● Created an “ask the superintendent/principal button on website.</li> <li>● Leadership group reads, Talent Code, Sense of Urgency.</li> <li>● Formalized plan for assemblies to start SY2020 but held assemblies for Clay Soper story, Dick Hoyt (5/31), Distracted Driving, Career Fair.</li> <li>● Continue to brand our school.</li> <li>● Emails to students as things arise to increase communication.</li> <li>● Service stars for fall 2019 with incentive rollout.</li> <li>● Themed events for staff at PD days.</li> <li>● Teacher Appreciation Day. (week)</li> <li>● Staff Appreciation.</li> <li>● School store operations (\$5,800 during incoming grade 9 placement test).</li> <li>● Online ordering system for uniforms.</li> <li>● CAC PD related to diversity.</li> <li>● Social Emotional PD.</li> <li>● Change of menus in cafeteria including</li> </ul>

		<ul style="list-style-type: none"> <li>○ Trimester pep rally (October, February, May) for athletics, FFA, and SkillsUSA</li> <li>○ Schedule a monthly speaker series</li> <li>○ Schedule periodic class meetings (possibly by CTE area with career-specific speakers)</li> <li>○ Identify alumni speakers to honor/showcase where they are now in their careers</li> <li>● Create a School Branding Group or Committee</li> <li>● Make school social media “click worthy” (read... not just follow)</li> <li>● Promote content through social media</li> <li>● Communicate school pride through a positive branding identity</li> <li>● Promote a high level of staff/student awareness</li> </ul>	<p>Friday specials.</p> <ul style="list-style-type: none"> <li>● Vaping detectors.</li> <li>● Change of Attendance Policy and Discipline philosophy.</li> <li>● Create design principles SY2020.</li> </ul> <p style="background-color: #00FF00; padding: 2px;">Update 12/13/2018</p> <ul style="list-style-type: none"> <li>● 18 subcommittees with all stakeholders. An administrator is responsible for the meetings and progress. All committees have met.</li> <li>● Social media presence increase (Twitter: 795/1269, Facebook, 71/1031, Instagram 296/1430)</li> <li>● Culture subcommittee is being overseen by Dr. O’Toole.</li> <li>● Leadership group read of Culture Code.</li> <li>● Principal Donnelly sends out weekly emails to parents and students related to activities occurring. Social media has had a presence on events as well.</li> <li>● Hawk Pride pins were purchased to catch students doing something good. A program will begin in January where if they collect 10 pins, they turn 9 of them in to the store for a shirt.</li> <li>● Assemblies have occurred including “If They Had Known,” pep rally.</li> <li>● Class meetings and monthly speaker series is in development.</li> <li>● Alumni speakers have occurred in several programs but will work toward a definitive schedule.</li> <li>● Alumni spotlight banners have been created to showcase a student from each program. These are currently hung in the lower East and West entrances.</li> <li>● A school store was created to occupy and</li> </ul>
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		<p>and respect around cultural diversity</p> <ul style="list-style-type: none"><li>● Form student group to promote cultural respect campaign - student driven (e.g. GSA)</li><li>● Schedule monthly diversity celebrations</li><li>● Increase diversity of applicants</li><li>● Improve community outreach to ELL student populations</li><li>● Improve comfort level for incoming freshmen about cultural diversity</li><li>● Establish and implement protocols for classroom discussions</li><li>● Determine a review process for textbooks</li><li>● Representation matters: role models/assemblies of outside experts</li></ul>	<p>assist with the Horticulture program. A marketing teacher was hired to assist with branding and teaching entrepreneurship, ag tourism, marketing, and employability skills.</p> <ul style="list-style-type: none"><li>● All staff were given ENSATS branded t-shirts with core values on the back. These are seen throughout the building on a regular basis. Admissions staff and counselors were also provided with a branded piece of clothing to ensure that are represented accordingly during community-based recruitment visits and interview sessions.</li><li>● Cultural proficiency student-led committee is expanding and students will be presenting at the January PD day.</li><li>● Monthly diversity celebrations are being created by the student leadership team and the cultural proficiency team.</li><li>● Admissions materials (Apply Now) cards are now available in 6 languages and translation support was made available at Open House by our Student Ambassadors</li><li>● Admissions Counselors are working to expand our Student Ambassador Program and Admissions work in languages other than English as part of their SY18-19. Educator Evaluation Goals.</li><li>● A curriculum bias form was implemented for the CTE programs and will be implemented in the academic programs to ensure all students are represented in curriculum materials.</li><li>● Hawk Highlight showcasing a staff member each month with video presentation.</li><li>● Creation of the student leadership team.</li></ul>
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### Alignment to the Superintendent Standards

- ❑ Indicator IV-B. Cultural Proficiency: Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected
- ❑ Indicator IV-C. Communications: Demonstrates strong interpersonal, written and verbal communication skills.
- ❑ Indicator IV-D. Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices and theory to continuously adapt practice and achieve improved results. Models these behaviors in the administrator's own practice.

### District Improvement Goal

I will work with the CTE Directors, Community Relations Coordinator, Cooperative, Education Coordinator, Director of Guidance to build and foster community relations.

Strategic Objective	Action Item	Evidence	Update Spring 2019
<p><b># 3 Community:</b> Build and foster community relationships.</p>	<ol style="list-style-type: none"> <li>1. Expand recruitment activities to develop greater awareness of ENSATS</li> <li>2. Enhance community outreach and communication to promote community partnerships with ENSATS</li> <li>3. Build a sense of community.</li> <li>4. Expand adult education through certificate and licensure programs, including partnerships with community organizations.</li> <li>5. Begin to review data through the development of a data team and making data more readily available to all stakeholders.</li> </ol>	<ul style="list-style-type: none"> <li>● Create a yearly rotation of events that become school traditions (shop wars, fundraisers, rallies, etc.)</li> <li>● You feel like you are walking into ENSATS (a cohesive, blended representations)</li> <li>● Create a physical school store that is affordable, accessible, and promotes school pride</li> <li>● It's okay to have fun</li> <li>● Increase student volunteers in the community</li> <li>● Schedule an evening Open House</li> <li>● Access to academic classrooms (Quality? Levels? A.P.?)</li> <li>● Create videos for each CTE program with website links <ul style="list-style-type: none"> <li>○ Certifications</li> <li>○ Career opportunities</li> <li>○ "A Day in the Life"</li> </ul> </li> <li>● Conduct targeted interviews</li> <li>● Increase alumni involvement through call back and outreach</li> <li>● Offer Adult Education Open House</li> <li>● Offer to host licensing and trade meetings (e.g pesticides, CDL, hoisting)</li> </ul>	<ul style="list-style-type: none"> <li>● Visit to communities.</li> <li>● Events at Endicott College</li> <li>● Board of Directors for North Shore Chamber of Commerce.</li> <li>● Attend finance meeting in Danvers.</li> <li>● Kiwanis Club/Beverly Rotary Club.</li> <li>● Board of Directors for MassHire</li> <li>● Student based events (school based, SkillsUSA, sports, etc.).</li> <li>● Re-work banners in main lobby.</li> <li>● Vocational fair at Triton.</li> <li>● Cape Ann Fair.</li> <li>● Pictures/banners of graduates and posting on social media.</li> <li>● Alumni in progress and will continue into 2020.</li> <li>● Held community events, AVTE, trainings, Company2Heroes.</li> <li>● Graduation set-up changes including gowns for staff, change of set-up, increase in seating, include top vocational student speaker.</li> <li>● NS Daylily Society, Baker Boot Camp.</li> <li>● Nearly 200 participated in adult education opportunities.</li> <li>● CTE Picture project with photographer.</li> </ul> <div style="background-color: #00FF00; padding: 5px; text-align: center;">Update 12/13/2018</div> <ul style="list-style-type: none"> <li>● Visits to each sending community (missing two towns as of December 4, 2018). The intended purpose was to demonstrate our commitment to each community we serve and to</li> </ul>

- Conduct a targeted invite of people from the field to Open House
- Showcase alumni student successes
- Hold Homecoming activities
  - Welcome back alumni with an event
  - Promote

- offer ourselves for community work programs with their municipality.
- See also #2 re: Admissions and Recruitment efforts to improve families access to information in languages other than English.
- Updated materials to include the full school name for all recruitment, and signage. This will continue as the budget allows.
- The store has opened and has had great success at the Open House where over 4K worth of branded product was purchased.
- Gloucester partnership for Laborers program
- Engaging in conversations with Peabody and Salem for increasing access to CTE.
- Rotations of events are in progress. An increased presence of student representation on committees has evolved.
- Adult education was rebranded as NightHawks and now registered with the local career centers as a provider. Partnering with local organizations for grant opportunities to fund extensive programs.
- Alumni event occurred during Homecoming. Although it was marginally attended, continued work will occur to increase participation.
- Ag Alumni Association will assist in the planning of the Larkin Cottage renovation.
- An alumni subcommittee has been initiated to create a formal Alumni Association.

			<ul style="list-style-type: none"> <li>● Learning walks with Leadership team occurred and will continue throughout the school year with Dr. Bates.</li> <li>● Community-based learning project with photos of each community that will be showcased in dining room.</li> <li>● Efforts to increase positive news through press releases and inviting media to events.</li> <li>● Meeting with Danvers Superintendent and Administration to discuss internships and coop opportunities. NightHawks Program will be a feature of their Career Fair with Cape Ann Chamber</li> <li>● Hosting community events (Rotary Club of Beverly, Chambers of Commerce DPS assistant luncheon)</li> </ul>
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### Alignment to the Superintendent Standards

- ❑ Indicator IV-A. Commitment to High Standards: Fosters a shared commitment to high standards of service, teaching and learning with high expectations for achievement for all.
- ❑ Indicator IV-D. Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices and theory to continuously adapt practice and achieve improved results. Models these behaviors in the administrator's own practice.
- ❑ Indicator IV-E. Shared Vision: Continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.