



MidCycle Review

January 11, 2024

Superintendent-Director, Heidi T. Riccio, Ed.D.

Mission Statement

The mission of Essex North Shore Agricultural & 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.

Theory of Action

If the leadership team promotes innovation learning, equity and belonging, and community partnerships, then our students will be prepared for the future workforce.

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-agricultural skills through connections and relationships built with students, parents, staff, and our community partners.
- **Hardworking**
 - I will work toward achieving our mission to *create, encourage, promote, and develop* 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.



Introduction

As we begin the 2023-24 school year, we have a positive outlook toward the future. A significant investment in social-emotional learning and culture has begun and we plan to continue these efforts. Working with the entire staff at ENSATS, I believe that we can make a positive movement toward a school culture that stays focused on preparing our students for high-paying careers on the North Shore. As I shared last year, a positive culture is a long process and not done by a single person. We kicked off the 2023-24 school year with [Pam Garramone](#), a positive psychology leader who provides a learning plan for happiness. Our leadership team continues to meet regularly and we are currently reading Jon Gordon's, *The Power of a Positive Team* with our Lead Teachers and will begin *No Drama Leadership* from Marlene Chism second semester.

Student Learning Goal	Professional Practice Goal	District Improvement Goal
I will work with the ENSATS school community to foster a sense of belonging throughout our learning community.	I will work with all stakeholders to promote partnerships that allow students to engage responsibly with the communities in which they will live, study, and work.	I will work with community leaders, local and state government, and staff to expand regional development in career, technical, and agricultural education.

Student Learning Goal

Equity and Belonging is the theme of this Student Learning Goal.

I will work with the ENSATS school community to foster a sense of **belonging** throughout our learning community.

Strategic Objective	Action Steps	Update 1/11/2024
<p>Strategic Objective 2 Engage all students, staff, and families equitably to foster a sense of <i>belonging</i> throughout our learning community.</p>	<ol style="list-style-type: none"> 1. Continue to focus on understanding the needs of marginalized groups by conducting a review of admissions, enrollment, and district-wide hiring and retention practices. <ul style="list-style-type: none"> ● Admissions Subcommittee review of the Admissions Policy. ● Continue with the out-of-district lottery. ● Newcomer Program. ● District Data Team. ● Hiring practices with multi-lingual preference. ● Teacher Induction Program and Essex Tech Teacher Academy. ● Work with NAGLY to support our LGBTQ community. 2. Offer targeted professional development to support our staff in the implementation of equity best practices aligned to their particular role in the school or district. 	<p>Action Step One</p> <ul style="list-style-type: none"> ● Our Multilingual Parent Liaison continues to work with our families throughout the Admissions process, including recruitment trips, family information meetings, and interviews. ● We are currently accepting applications for the Class of 2028. This application year will be our second year of the out-of-district lottery pilot. ● Our Newcomer Program will begin with the Class of 2028 with 20 seats being reserved for Newcomers from Salem and Peabody. ● The phone greeting is now available in three languages: English, Portuguese, and Spanish. ● We implemented ParentSquare for automatically translated school-to-home communications. ● The District Data Team has been working to assess Quarter 1 data to identify



	<ul style="list-style-type: none"> ● Continue to work with the Professional Learning Team to provide quality professional development that relates to specific roles in the school. <p>3. Expand mental health initiatives and educational programming and services to meet the needs of our neuro-diverse students.</p> <ul style="list-style-type: none"> ● NANProject. ● Mental Health Makeover. ● Cartwheel. ● Mental Health Awareness Month. ● Co-teaching professional learning. ● ECLC training offerings beyond district. ● Continue LEADS project for SafetyNet. 	<p>struggling students in order to increase support for these students.</p> <ul style="list-style-type: none"> ● All job postings include “Bilingual Preferred,” and it is a focus when interviewing. ● The Essex Tech Teacher Academy and New Teacher Orientation were held in August of 2023 and were facilitated by our new Teacher Induction Supervisor, Seth Hosking. 22 teachers attended the Teacher Academy and 33 attended Orientation. ● To create opportunities for integration and inter-disciplinary collaboration, the Coordinator of STEAM position was expanded to include both Academic programs and the STEAM Academy Programs: Advanced Manufacturing, Biotechnology, Design & Media Communications, Engineering, and Information Technology Services. ● To promote our 5-Year Strategic Plan with the broader Essex Tech learning community and the general public who access our school website, we worked with videographer Dave Kartunen to create the following promotional videos: <ul style="list-style-type: none"> ○ Integration Learning ○ Equity & Belonging ● Special Education Program Advisory meeting was held on October 26, 2023.
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		<ul style="list-style-type: none"> ● After-School Academic Support is available in the Media Center for all students. <p>Action Step Two</p> <ul style="list-style-type: none"> ● Pam Garramone, a Positive Psychology Speaker and Life Coach was our Open Day speaker to start our year off on a positive note. ● On November 7, we had a full day of Professional Development. This included staff-facilitated PD sessions such as yoga, classroom management techniques, classroom activators, school safety, Artificial Intelligence, and North Shore (Salem, Peabody, Gloucester) Chapter 74 program collaboration. In addition, 40 staff members attended the Essex County Learning Community (ECLC) Fall Gathering: “Windows and Mirrors: Teaching, Learning, and Leading Across Differences.” Our Professional Development Committee will continue to plan for the remaining PD sessions in 2024. ● Staff Wellness classes began in the fall with Yoga and Spin. Our next offering, Pure Barre, began on January 4, 2024. ● We are in Year 1 of introducing a new Integrated Mathematics Program, beginning with Grade 9.
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		<p>Action Step Three</p> <ul style="list-style-type: none"> ● Our Cartwheel Care partnership has provided much-needed mental health services for students and families. We have had 36 referrals since beginning our contract (May 2023). ● Seaside Consultants has been working with our co-teaching teams to improve the effectiveness of co-teaching. This work has included several observations with individualized feedback meetings. ● Reinstated Culture Action Team to create opportunities to create and promote positive relationships among all staff. ● The NAN Project has provided learning for our support staff and instructional staff related to mental wellness. ● NAN Project volunteers are scheduled to provide classroom based peer to peer presentations to all Senior CTAE Programs beginning February 2024. ● Our new partnership with Mental Makeover has resulted in Essex Tech acquiring customized Education Boxes to support students facing chronic mental health challenges. ● Chris Herren will return to Essex Tech for the third time to share his motivational story of addiction and recovery with our entire school
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		<p style="text-align: right;">community on February 15, 2024.</p> <p>Additional Evidence for Fostering Belonging</p> <ul style="list-style-type: none"> ● Hawk Holiday Hope was a great success this year. Our school community came together to provide gifts for over 200 children in DCF care. ● Fall Integration Academy studied the cultural, military, and political significance of Gettysburg combined with a site visit. ● Student Opportunity Act Extended-Day Program is offering students after-school mathematics support through the design and operation of modified and interchangeable e-go karts. <p>Athletics</p> <ul style="list-style-type: none"> ● Essex Tech entered the Cape Ann League in the 2023-24 school year. This is a new level of competition for our athletes, and they are doing well. ● Our field hockey co-op with Georgetown ended, and this fall our own Essex Tech team began. ● We have three remaining co-op teams in action this winter: Girls Ice Hockey with Bishop Fenwick, Swim and Dive with Peabody, and Wrestling with Masconomet.
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		<p>Student Activities</p> <ul style="list-style-type: none"> ● Skills USA: students attended the Fall State Leadership Conference in November. ● 21 FFA students attended the FFA National Convention in Indianapolis, Indiana in October. ● DECA students attended their Fall State Leadership Conference at Bentley University in October and competed in the District Competition in December. 31 students placed high enough to move on to the state competition in March. ● Our new Latino Student Organization spent time early in the year learning about different cultures. More recently the LSO visited Haven for Hunger to help prepare and serve meals. They are also in the beginning stages of planning our annual Culture Day. ● The Essex Stars Dance Team spent the fall preparing for several holiday events. During December, they performed at Senator Tarr's Toys for Tots events in Topsfield, our Hawk Holiday Hope assemblies, and at Smith School in Danvers.
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II-A. Environment

- Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, and emotional and social needs of students.

II-B-1. Recruitment and Hiring Strategies

- Implements a cohesive approach to recruitment and hiring across the district; uses data to identify priority areas of need and anticipated vacancies; and involves stakeholders in the selection of school and district leaders. As a result, it consistently identifies and hires effective administrators and educators who share the district's mission and increasingly reflect the diversity in backgrounds and identities across the Commonwealth to meet all students' needs. Supports principals to do the same.

II-C-2. Time for Collaboration

- Sets expectations for regular collaboration among administrators and promotes scheduling that ensures sufficient time for collaboration within and across schools. Establishes norms for effective collaboration, and prevents or deflects activities that may interfere. Supports principals to do the same for their teachers.

II-D-1. Laws and Policies

- Understands and complies with state and federal laws and mandates, school committee policies, and collective bargaining agreements. Provides the resources and support to ensure district-wide compliance.

III-A-1. Engagement

- Welcomes and encourages every family to become active participants in the classroom and school community.

IV-A-2. Mission and Core Values

- Develops and secures, and/or promotes staff and community commitment to core values that drive a succinct, results-oriented mission statement and ongoing decision-making.

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.

Based on [5-Year Strategic Plan](#), adopted 7/2022

Professional Practice Goal

Partnership is the theme of the Professional Practice Goal.

I will work with all stakeholders to promote **partnerships** that allow students to engage responsibly with the communities in which they will live, study, and work.

Strategic Objective	Action Steps	
<p>Strategic Objective 3 <i>Partnerships</i> - Promote partnerships that allow students to engage responsibly with the communities in which they will live, study, and work.</p>	<ol style="list-style-type: none"> 1. Leverage and expand our community partnerships to create greater workforce opportunities for our students. To include workforce opportunities which include job shadows, internships, and job share opportunities, and connect this with community service. <ul style="list-style-type: none"> ● Biodigester curriculum development. ● Continue to work with MassHire. ● Continue to work with Commonwealth Corporation. ● Utilizing PAC members. ● Work with multiple boards to expand opportunities. 2. Offer service learning/project-based learning to respond to communities in need 	<p>Action Step One</p> <ul style="list-style-type: none"> ● 41 PAC members are Co-op employers for students. <p>Action Step Two</p> <ul style="list-style-type: none"> ● Construction cluster programs continue to work on projects in the community: <ul style="list-style-type: none"> ○ Stramski House-Marblehead ○ Little Red School House-Boxford ○ North Shore Children’s Museum-Peabody ● Auto Collision & Automotive Technology partnering with Second Chance Cars to refurbish vehicles for low-income veterans and returning citizens.

	<p>that is aligned to our curriculum as a responsible member of the North Shore region.</p> <ul style="list-style-type: none"> ● Community-based service projects. ● Second Chance Cars. ● Agriculture theme in Freshman Seminar. <p>3. Expand the model of inviting community partners and CTAE Program Advisory Committee Members to serve as judges of student projects, participate in panel discussions, and get involved in other school initiatives such as Credit for Life and a jobs-skills fair that continue to create connections between ENSATS and the workforce.</p>	<ul style="list-style-type: none"> ● Embedded an Agricultural Unit in Freshman Seminar to promote agricultural awareness to all students. ● Member of the North Shore Technology Council. ● Member of the Life Science Consortium of the North Shore. <p>Action Step Three</p> <ul style="list-style-type: none"> ● Automotive Technology hosted a tool expo for industry representatives that exposed students to various industry representatives and employment opportunities. ● Grade 12 students participated in the Credit for Life Fair, an event to prepare students for managing finance as they grow into adulthood. ● In December, several members of our program advisory boards conducted mock interviews to help juniors prepare for their Cooperative Education interviews.
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Alignment to the Superintendent Standards



I-A. Curriculum

- Monitors and assesses progress across all schools and content areas to ensure that all instructional staff implement effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.

I-B. Instruction

- Sets high expectations for the content and quality of instruction and empowers all administrators to do the same, such that instructional practices throughout the district are engaging, inclusive, and personalized to accommodate diverse learning needs of all students. Stays informed of new, evidenced-based instructional practices and provides resources and support to implement them as needed.

I-C-1 Variety of Assessment Methods

- Ensures that all principals and administrators use a variety of formal and informal assessment methods to measure each student's learning, growth, and progress toward achieving state/local standards. Monitors assessment use throughout the district for alignment to content and grade-level standards, and coherence across grade levels and subject areas.

I-E-1 Data-Informed Decision Making

- Uses multiple sources of evidence including state, district, and school assessment results and growth data, educator evaluation data, and district culture and climate information, to assess and communicate the district's strengths and areas for improvement. Relies on disaggregated data to make decisions related to organizational performance, educator effectiveness, and student learning.

IV-A-1 Commitment to High Standards

- Fosters and models a shared commitment to high standards of teaching and learning among all administrators, with high expectations for achievement for all students.

IV-D-1 Continuous Learning of Staff

- Sets expectations for administrators and teams to reflect on and collaborate around the effectiveness of a wide range of practices related to instruction and student learning. Encourages and models curiosity and a growth mindset, and ensures that all administrators use data, research, and best practices to adapt practice and plan appropriate interventions to achieve improved results.

District Improvement Goal

Regional Development is the theme of the District Improvement Goal.

I will work with community leaders, local and state government, and staff to expand **regional development** in career, technical, and agricultural education.

Strategic Objective	Action Steps	
<p>District Initiative 1 <i>Regional Development</i> - Align the Essex North Shore Agricultural & Technical School District education, facilities, and training resources to meet regional employers' demand for skilled workers.</p>	<ol style="list-style-type: none"> 1. Expand student access to high-quality career pathways through a program and building development plan that prioritizes regional job growth demands. <ul style="list-style-type: none"> ● Explore capital projects to incorporate into the operational budget process. 2. Develop an agricultural plan that incorporates career technical and agricultural programming with current agricultural producers on the North Shore and surrounding communities. <ul style="list-style-type: none"> ● Continue to revise and develop the plan. 3. Promote and expand post-secondary opportunities through workforce development and career pathway training 	<p>Action Step One</p> <ul style="list-style-type: none"> ● Expand the Preventative Maintenance Plan to create a system for long-term planning. ● Create a capital plan for new projects to expand campus access and use. <ul style="list-style-type: none"> ○ Three Year Capital Planning ○ Extended Capital Forecasting ● Incorporated capital funding into the operational budget. ● Create connections with foundations to develop additional funding opportunities. ● Groundbreaking for Animal Science expansion in December 2023 <p>Action Step Two</p> <ul style="list-style-type: none"> ● Agricultural plan in draft presented to staff. ● Partnership to create a Bee Club.

	<p>programs aligned with our regional economy and industry trends.</p> <ul style="list-style-type: none"> • Work with the Workforce Development Office to expand program offerings and community-based events. 	<ul style="list-style-type: none"> • Attended the MA Farm Bureau Essex County's Annual Meeting. <p>Action Step Three</p> <ul style="list-style-type: none"> • Attend monthly Mass Hire board meetings. • Attend North Shore Chamber of Commerce events regularly, including monthly board meetings. • Held multiple regional events including ECCF, MPY, District Attorney Paul Tucker's Athlete Symposium. • Submitted Ch. 74 Metal Fabrications & Joining Technologies Program Application to DESE, and Part A application approved. • Host NightHawks Job Fair with regional employers in our effort to meet job growth demands. • Identified current CTAE Programs to be sunsetted that do not meet regional job growth needs and/or student demand.
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Alignment to the Superintendent Standards
<p>II-A. Environment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, and emotional and social needs of students. <p>II-A-1. Plans, Procedures, and Routines</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ensures that effective plans, procedures, and routines are in place across the district that promote orderly and efficient student entry, dismissal, meals, class transitions, assemblies, and recess.

II-A-2. Operational Systems

- Implements operational systems and processes for the effective support and supervision of auxiliary staff (e.g. custodial/maintenance workers, transportation staff, clerical and administrative assistants, food service workers) so that all schools and district buildings are clean, attractive, welcoming, and safe

II-E-1. Fiscal Systems

- Develops a budget aligned with the district's vision, mission, and goals that address the needs of all students. Allocates and manages expenditures consistent with district/school-level goals and available resources, and effectively communicates budget rationale to staff, community members, and other stakeholder groups.

III-A-2. Community and Stakeholder Engagement

- Establishes strategic relationships with community organizations, community members, and businesses. Engages them to maximize community involvement in district effectiveness.

IV-E-1. Shared Vision

- Continuously engages administrators, staff, students, families, and community members in developing a shared educational vision focused on student preparation for college and career readiness, civic engagement, community contributions, and responsible citizenship.

Operational Support

The updates below outline updates outside of my goals, but are crucial to district operations and development.

Update	Details
Grants & Donations	Grants Received to Date <ul style="list-style-type: none"> ● \$1.2M+ Private Funding



	<ul style="list-style-type: none"> ● \$1.1M+ Entitlement Grant Funding ● \$2.2M+ Competitive Grant Funding ● \$500K+ Pending Grants Donations Received to Date ● \$900K+
<p>Construction Projects</p>	<ol style="list-style-type: none"> 1. Larkin Cottage <ul style="list-style-type: none"> ○ Progress was made on the Larkin project, including connecting the building to public utilities, the installation of siding, and the completion of the roofing. ○ Landscaping began their plan to excavate the ground to grade level. 2. Gallant Hall <ul style="list-style-type: none"> ○ Updated bathrooms with FRP, paint, and fixtures. ○ Updated classrooms including ceilings, paint, new wiring, fixtures. ○ Installed airlock doors for the Main Entrance and replaced windows/ doors, including new interior doors. ○ Installed a new entrance at Gallant, including a new slab, retaining wall, and landscaping. ○ Acquired furniture donated from The Furniture Trust. 3. Alumni Memorial Building <ul style="list-style-type: none"> ○ The HVAC-R bid was awarded and construction began to replace the HVAC-R. system and disconnect from Gallant Hall. ○ Added a new electrical transformer to expand capacity. ○ Installed sound paneling for ceiling. 4. Smith Hall <ul style="list-style-type: none"> ○ Completed Cafe, including demo, new lighting, new furniture, new food service equipment, new garage door to create additional natural lighting.



	<ul style="list-style-type: none"> ○ Added a new student bathroom to accommodate student learning on the South Campus. ○ Replacement of water fountains to water filling stations. ○ Added new staircase from Smith Hall Cafe to lower level. <p>5. Main Building</p> <ul style="list-style-type: none"> ○ Increased academic space by creating five new classrooms. ○ Broke Ground on Animal Science expansion. ○ Work began to recreate space for HVAC-R using the former Masonry program.
<p>Technology Department</p>	<ol style="list-style-type: none"> 1. Traversa <ul style="list-style-type: none"> ○ In collaboration with the Transportation Department, we went live with Traversa, a bus routing and navigation platform. This included installing GPS tablets on all of the buses and training the bus drivers on how to use tablets. 2. Gallant Hall <ul style="list-style-type: none"> ○ With the occupation of Gallant Hall, the Technology Department completed the installation of new networking cabling, telephones, and Clear Touch interactive displays. 3. ParentSquare <ul style="list-style-type: none"> ○ We implemented the ParentSquare platform to increase school-to-home communication. This platform features automatic translations to a caregiver’s preferred languages and allows for email, phone call, text message, and app notifications. 4. SmartPass Kiosks <ul style="list-style-type: none"> ○ Tablets in floor stands running the SmartPass app were deployed to every classroom and CTAE program area to ease the creation of electronic hall passes. This project was grant-funded. 5. Larkin Networking



	<ul style="list-style-type: none"> ○ A new fiber link was installed between Smith Hall and Larkin Cottage to provide internet access to the building. In addition, new networking cabling was installed throughout the building for computers, wifi, phones, security cameras, and more. <p>6. Copy Machines</p> <ul style="list-style-type: none"> ○ In December, all of the copiers in the school were replaced with new machines.
<p>Safety / Security</p>	<ul style="list-style-type: none"> ● Gallant Hall Airlock <ul style="list-style-type: none"> ○ With the occupation of Gallant Hall, we were able to install an “Airlock” entry system. This system allows visitors to be screened outside of the building via the intercom, buzzed into the vestibule to complete their background check, and then buzzed into the building upon a successful background check. ● New Cameras <ul style="list-style-type: none"> ○ New cameras were installed throughout the campus, including the Main Building, Smith Hall, and Gallant Hall. ● Key Card System <ul style="list-style-type: none"> ○ As of this December, all of our access control/key card systems have been transitioned to the Verkada platform. This transition allows for integration with our camera system. ● Intercoms <ul style="list-style-type: none"> ○ All of our exterior building intercoms were upgraded as part of the access control upgrade. The new system allows for a clear view of the outside door and clear communication. In addition, a new intercom was added at our Gymnasium lobby. ● Radar Speed Signs <ul style="list-style-type: none"> ○ In collaboration with the Town of Danvers, two radar speed signs were installed on Maple Street (Route 62) at each end of our campus. These signs should reduce vehicular speeds in the newly designated school zone. ● Yondr Bags



ESSEX NORTH SHORE
AGRICULTURAL & TECHNICAL SCHOOL

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| | <ul style="list-style-type: none">○ We rolled out the Yondr Program with our freshmen students toward the beginning of this school year. The Yondr Program requires students to put their cell phones into a locked pouch during the school day. The goal of this program is to prepare students for the workforce by reducing their dependence on cell phones. |
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Glossary - A Reference Guide

Biodigester - A biodigester is a system that biologically digests organic material, either anaerobic or aerobically, using microbes and other bacteria to break down organic materials. Most food, including fat and grease, can be processed in a biodigester, which is a closed system that gives off no odor from food waste.

ECLC - Essex County Learning Community - The Essex County Learning Community (ECLC) is a network of educators challenging bias and disrupting inequitable systems to drive sustainable change in public schools.

Integration Learning - Integration Learning is highly engaging, student-centered, open-ended instruction related to career technical, agricultural, and academic content, strategies, and skills through Integration Learning Projects that take place during the school day, after school, and during school vacations.

NAN Project - Promotes mental health awareness and suicide prevention.

Second Chance Cars - Second Chance Cars is a Massachusetts 501c3 corporation that provides refurbished, affordable used cars to Eastern Massachusetts' low-income veterans and returning citizens.

LSO - Latino Student Organization - New to Essex Tech during the 2023-24, this organization is dedicated to promoting Latino student leadership and culture in the learning community.

PAC - Program Advisory Committee