

Executive Summary: 2020 Evaluation of Dr. Bouquillon

The 2019-20 school year will be remembered as a historic one for the Minuteman Regional Vocational Technical School District under the leadership of Superintendent-Director Edward A. Bouquillon. It began with the opening of a new, state-of-the-art building following nearly a decade of planning and advocacy. The new modern and spacious facility greatly improved experiential learning for students in a manner that is perhaps second to none in the state and possibly the country, with expansive and advanced spaces for collaborative learning. Unfortunately, when the coronavirus pandemic hit in March, it resulted in the statewide closure of schools for the remainder of the academic year and the switch to remote learning for all districts across the country. When it became clear in mid-March that a closure was looming, Dr. Bouquillon quickly mobilized teachers to develop remote learning plans that were launched immediately – even when other nearby districts took weeks to get their remote learning plans off the ground. Despite this national emergency, Minuteman continues to move forward with important work – with staff and students remaining connected virtually – while balancing the challenges now and ahead.

In his 2020 performance evaluation, Dr. Bouquillon is analyzed on two over-arching leadership goals: student improvement and district improvement, each with subcategories as outlined below:

- 1) **Student Improvement:** Support the continued implementation of the “Academy Model.”
- 2) **Student Improvement:** Providing the resources to support academic, occupational, social, and emotional progress of all students.
- 3) **District Improvement:** Increasing applications and sustaining full enrollment.
- 4) **District Improvement/Professional Practice:** Engaging state legislators, workforce education officials, municipal and business leaders around enhancing the financial health of the district, expanding student access to career technical opportunities, and securing strategic business partnerships.
- 5) **District Improvement:** Communicating appropriate information to non-member school and city officials regarding membership in the Minuteman district.
- 6) **District Improvement:** Continuing to implement the development of the campus, including the construction of athletic fields and additional development aligned with the goals of the district and the enabling legislation passed in 2018.
- 7) **District Improvement:** Revising a leadership competency model and an aligned instrument to articulate the strengths and gaps in the current district administration.
- 8) **District Improvement:** Oversee a smooth transition into the new building and addressing any barriers to success.

A major bright spot for Minuteman was the continued growth of the academy model, with a strong focus on integration between academics and career-technical studies. The design of the new building greatly fosters collaboration and the academy model’s “school within a school” approach to motivate students for college and career readiness. Teacher buy-in has been very successful and put the academy model on a strong forward trajectory. As outlined in this evaluation, much of this success is due to the deliberate professional development of teachers and staff, which also included the deepening of Professional Learning Communities. The second area of evaluation, which is to provide resources to support the progress of students, has seen significant progress as well, largely related to the deepening of the academy model and the availability of robust student supports. Significant planning has been

done to further expand learning opportunities for students with the planned launch of an Animal Science program next year.

The visibility of Minuteman in the in-district and out-of-district towns in our region has grown in a significantly positive way. This is borne out by our historically high applications for student enrollment. For the first time in its four-decade history, 95% of the incoming ninth-grade class for the fall of 2020 will be residents of in-district towns. Typically, between 30% and 40% of students are from out-of-district towns. We believe this is strongly correlated to the opening of the new building and Minuteman's reputation for being a first-class career technical education (CTE) school. This growth in popularity is also due to Dr. Bouquillon's leadership of marketing and recruitment efforts, which in recent years was managed by George Clement, the Assistant Principal and Admissions Director who was promoted to Principal in 2019. In recent months, Dr. Bouquillon hired Anthony Chiariello as the Assistant Principal and Admissions Director to continue Mr. Clement's efforts. Dr. Bouquillon also hired a full-time Communications Director, Dan O'Brien, who, in a short period of time has amplified publicity of the school through social media, the news media, and other channels. Finally, the enrollment of the adult program, Minuteman Technical Institute, has nearly doubled in the past year since the superintendent hired Dr. Nancy Houle as the Executive Director.

Dr. Bouquillon has continued his public advocacy for Minuteman through his strong relationships and engagement with state legislators and vocational-technical advocacy groups, including the Massachusetts Association of Vocational Administrators (MAVA), regularly hosting meetings at the new school facility and interacting with representatives on state legislative issues. He has worked collaboratively with MAVA and the Minuteman School Committee to advocate for an equitable admissions process for vocational-technical schools statewide.

While the new building is officially open (save the temporary closure in the spring of 2020 due to the coronavirus pandemic), Dr. Bouquillon remains laser focused on the last phases of the construction process, which has included the development of athletic fields. Despite the uncertainty of state and local funding due to the pandemic, through the spring of 2020 Dr. Bouquillon regularly meets virtually with the school's architecture firms and members of the School Building Committee to develop a finalized plan for the fields, which is expected to be presented to the Minuteman School Committee this May. Additionally, Dr. Bouquillon works very closely with Dr. Robert Gerardi, Director of Finance, to finalize aspects of the field proposal along with the FY21 budget amid uncertain times nationally.

Lastly, while not captured in this evaluation, a growing focus of Dr. Bouquillon and his administrative team is how to safely re-open school when the coronavirus pandemic begins to subside. With many unknowns and a lack of reliable information from the federal government, this is a daunting challenge that we will all face under Dr. Bouquillon's leadership.