

Goal Area: Global Learning / Academics **Year 1 2022-2023**

Goal 1: To continue using a differential approach in all academic areas.

Objectives:

1. Increase staff capacity for the use of instructional practices that address the needs of all learners, through the provision of meaningful professional development
2. Expand the use of data analysis and data-based decision-making to inform instruction
3. Improve academic outcomes for all students including increasing local, state and other formal assessment scores
4. Continue to review and revise and implement curriculum to ensure rigor and alignment to state and national standards
5. Encourage opportunities to increase student self-confidence, thirst for knowledge, and self-worth

Strategic Plan Action Items Year 1 2022-2023	Explore	Plan	Create	Implement	Monitor	Analyze	Evaluate	Lead on Task	Human and Fiscal Resources	Outcomes as Indicators of Success	Current Status
1.1.A Instructional Professional Development - Mathematics											
1.1.A.1 Continue to provide the professional development to enhance implementation of best practice pedagogy and delivery of instruction in the area of Mathematics K-5				X				Director of Education, K-5 Principals	Elementary & Secondary School Emergency Relief Fund (ESSER)	1. Walkthrough Data 2. Staff attendance data from Conquer Math sessions in Gr. K, 2,5 yr 1 and 3,4 in yr 2	Stage 1 completed as of June 2023
1.1.A.2 Provide professional development to enhance implementation of best practice pedagogy and delivery of instruction in the area of Mathematics 6-12				X				Director of Education 6-12 Principals	Elementary & Secondary School Emergency Relief Fund (ESSER)	1. Walkthrough Data 2. Staff attendance data from Conquer Math sessions	Stage 1 completed as of June 2023
1.1.B Instructional Professional Development - ELA											
1.1.B.1 District Literacy Committee Plans for the provision of professional development to enhance implementation of best practice pedagogy and delivery of instruction in the area of Language Arts (Reading and Writing) K-5	X							Director of Education, K-5 Principals	Local and ESSER Grant funds for the provision of professional development	1. Student independent reading (Fountas & Pinnell Benchmark Reading Assessment) data 2. Writing rubric improvement	Stage 1 Complete as of June 2023
1.2.A Data to Inform Instruction											
1.2.A.1 Continue to utilize student performance data to identify areas in need of growth, and develop standards-based individual action plans for students				X				Director of Education, Principals	Local and ESSER Grant funds for the provision of professional development	1. Walkthrough data 2. Teacher created action plans 3. Increased achievement on targeted standards 4. Records of data meetings to inform instruction	ongoing

1.2.B I&RS												
1.2.B.1 Improve Intervention and Referral Services (I&RS) and develop capacity to deliver Tier 1 instruction that meets the needs of all students 6-8									Principal, Assistant Principal, Guidance Department	Training Resources	1. Improved Student Outcomes in Academics, Behavior and Attendance	ongoing
1.2.B.2 Increase staff capacity to focus on the delivery of targeted intervention strategies 6-8									Principal, Assistant Principal, Guidance Department	Training Resources	1. Improved Student Outcomes in Academics, Behavior and Attendance	ongoing
1.3.A Assessment Scores												
1.3.A.1 Increase standardized assessment scores on the NJSLA									Principal, Assistant Principal, STEM Supervisor, Supervisor of Humanities	Online resources, technology hardware & software	1. Improved scores in NJSLA in Mathematics 2. Improved scores in NJSLA in ELA 3. Improved outcomes for LinkIt! Assessments in ELA & Math	Data Review complete
1.3.A.2 Increase standardized test scores including but not limited to NJGPA, AP, and college board assessments such as SAT or ACT									Director of Education, Director of Special Services, Principals, Asst. Principals, Supervisors	Professional Development and Department Meetings	1. Improved assessment scores	Data gathered during the 2022-2023 school year
1.3.B Academic Improvements												
1.3.B.1 Continue to improve the transition of students from 5th to 6th grade									Director of Education, Principals, Counselors	Professional Development Days	1. Feedback data from students, staff and parents	Data to be gathered fall 2023
1.3.B.2 Investigate the value of our current assessment practices and explore other methodologies									Director of Education, Director of Special Services, Principals, Asst. Principals, Supervisors	Professional Development Days, Department Meetings	1. Discussion at administrative council and department meetings 2. Data collection regarding current practices	Meetings held prior to June 2023
1.4.A Academic Rigor												
1.4.A.1 Analyze current WMHS course offerings for appropriate level of rigor and alignment to the NJSLA									Director of Education, Supervisors	Department meetings, Professional Development Days	1. Meeting Agendas & Minutes	Ongoing
1.4.A.2 Analyze student achievement outcomes for students in the advanced track for mathematics and recommend next steps for the program									Director of Education, Principal	Department meetings, Professional Development Days	1. Meeting Agendas & Minutes	Ongoing
1.4.A.3 Provide professional development to teachers of Mathematics to ensure consistency of Algebra 1 & Geometry instruction across schools									Director of Education	Department meetings, PD sessions	1. PD schedule for Mathematics Professional Development	Training and course revision completed
1.5.A Self-Exploration and Collaboration												
1.5.A.1 Explore opportunities to maximize teacher/student collaboration and consultation									Director of Education, Principals	NA	NA	Deferred until 2023
1.5.A.2 Implement, expand and evaluate student to student collaboration within the classroom, school, district and beyond									Director of Education, Principals		1. Teacher lesson plans 2. Observation and Evaluation data	Ongoing

1.5.A.3 Provide opportunities for students to exercise metacognition and Intrinsic motivation in order to discover more about themselves as learners	X						Director of Education, Principals	NA	NA	Deferred until 2023
1.5.A.4 Continue to provide opportunities for students to engage in mentoring activities			X				Director of Education, Principals		1. Activity calendars 2. Student attendance data	Ongoing
1.5.A.5 Explore opportunities for students to become engaged in their community	X						Director of Education, Principals	NA	NA	Deferred until 2023

Goal Area: Hometown Pride											
Year 1 2022-2023											
Goal 2: To increase a sense of pride and unity across all schools in the district.											
Objectives:											
1. Develop consistent branding across all schools											
2. Upgrade technology to create greater awareness of township events using a variety of technology apps and tools.											
3. Empower individuals to impact their community through volunteerism / mentorships											
4. Increase student interaction with alumni to facilitate transition from school to community / workforce.											
5. Continue the process for recognition as a District of Character											
Strategic Plan Action Items Year 1 2022-2023	Explore	Plan	Create	Implement	Monitor	Analyze	Evaluate	Lead on Task	Human and Fiscal Resources	Outcomes as Indicators of Success	Current Status
2.1.A District Branding											
2.1.A.1 Analyze current state of the branding of the District in preparation for future work						X		Superintendent Directors, Supervisors, Principals	Administrative Council Superintendent's Roundtable	1. Board Committee discussions 2. Schools adopt District colors; Black and Gold	Ongoing
2.2.A Technology											
2.2.A.1 Plan for the purposeful use of social media and the integration of technology		X						Superintendent Directors Supervisor of Technology	Administrative Council		Deferred until 2023
2.2.A.2 Upgrade the District website				X				Superintendent Directors Supervisor of Technology	Funding for upgrades	1. New website and redesign	Stage 1 structure complete
2.5.A District of Character											
2.5.A.1 Implement and monitor status as a District of Character				X				Director of Education Principals Supervisor of Guidance	District Character Committee,	1. District schools who are up for re-certification start the process	Ongoing
2.5.A.2 Implement and monitor each schools status as a School of Character				X				Director of Education Principals Supervisor of Guidance	School-based Character Committees	1. District schools who are up for re-certification start the process	Ongoing
2.5.A.3 Continue to implement Digital Citizenship Night				X				Director of Education Principals	Educational Technology Committee, Manage Title IV Funding	1. Documented date and attendance to Digital Citizenship Night	Ongoing
2.5.A.4 Continue to engage in Community Service projects				X				Director of Education Principals Supervisors	Principals	1. Documented dates, informational materials, and attendance for community service initiatives such as food drives, community service, peer tutoring, volunteerism etc.	Ongoing

Goal Area: Facilities & Operations											
Year 1 2022-2023											
Goal 3: To maintain and update district facilities, fostering a safe and secure learning environment in and out of the classroom.											
Objectives:											
1. Provide multi-level / use turf field for school and community use.											
2. Upgrade and maintain district technology opportunities.											
3. Provide modern, safe, secure and aesthetically pleasing facilities.											
4. Continue investigating modernization of buildings for future.											
Strategic Plan Action Items Year 1 2022-2023	Explore	Plan	Create	Implement	Monitor	Analyze	Evaluate	Lead on Task	Human and Fiscal Resources	Outcomes as Indicators of Success	Current Status
3.1.A Turf Field											
3.1.A.1 Evaluate the feasibility of installing an artificial turf field to be used by the schools and the community.							X	Superintendent, School Business Administrator Supervisor of Buildings & Grounds Township Council Rep	Consultation with experts Funding source	1. Decision regarding feasibility & funding	Complete
3.1.A.2 Plan for the implementation of installation of turf field.		X						Superintendent, School Business Administrator Supervisor of Buildings & Grounds Township Council Rep	Vendor list Funding source	1. Decision to move the project forward	Stage 1 complete
3.2.A Technology Upgrades											
3.2.A.1 Standardize technology requirements by grade level and subject			X					Supervisor of Technology Director of Education	Meetings with instructional supervisors	1. Grade level technology requirements by subject	Complete
3.2.A.2 Maintain the District's 1-to-1 Chromebook program for all students in grades K-12				X				Supervisor of Technology Director of Education Principals	Local Budget E-Rate funding	1. Inventory and upkeep of all Chromebooks 2. Plan for recycling and replacing Chromebooks	Ongoing
3.2.A.3 Maintain the District's instructional staff laptop program				X				Supervisor of Technology Director of Education Principals	Local Budget E-Rate funding	1. Inventory and upkeep of all staff laptops 2. Plan for recycling and replacing laptops	Complete
3.2.A.4 Maintain a sustainable annual budget for technology using local, grant and E-Rate funds				X				School Business Administrator Supervisor of Technology	Local Budget, Grant funding, E-Rate funding	1. Dedicated budget lines identified	Complete
3.3.A HVAC Upgrades											
3.3.A.1 Install air conditioners and improved ventilation in large common areas at Marshall Hill, Maple Road schools and at Macopin Middle School				X				School Business Administrator Supervisor of Buildings & Grounds	Local Budget, Grant funding Long Range Facilities Plan	1. Project status updates and completion reports	Complete
3.3.A.2 Replace rooftop exhaust units at WMHS, Macopin Middle School and various elementary schools				X				School Business Administrator Supervisor of Buildings & Grounds	Local Budget, Grant funding Long Range Facilities Plan	1. Project status updates and completion reports	Stage 1 complete
3.3.B Facilities Upgrades											

3.3.B.1 Continue removal/abatement/replacement of asbestos floor tiles				X				School Business Administrator Supervisor of Buildings & Grounds	Local Budget, Grant funding Long Range Facilities Plan	1. Project status updates and completion reports	Ongoing
3.3.B.2 Evaluate needs for additional school security measures				X				School Business Administrator Supervisor of Buildings & Grounds	Local Budget, Grant funding Long Range Facilities Plan	1. Project status updates and completion reports	Ongoing
3.3.B.3 Continue to rehabilitate and renovate athletic facilities				X				School Business Administrator Supervisor of Buildings & Grounds	Local Budget, Grant funding Long Range Facilities Plan	1. Project status updates and completion reports	Ongoing
3.3.B.4 Continue to rehabilitate and renovate fine & performing arts facilities				X				School Business Administrator Supervisor of Buildings & Grounds	Local Budget, Grant funding Long Range Facilities Plan	1. Project status updates and completion reports	Ongoing
3.4.A Hillcrest Property											
3.4.A.1 Plan for RFP for a feasibility study of the Hillcrest property	X							School Business Administrator Supervisor of Buildings & Grounds Township/Board of Ed Joint Committee	Joint Committee meetings	1. Agreement to engage in RFP process	Completed by June 2023

3.4.B District Restructuring											
3.4.B.1 Investigate affordability of maintaining 8 schools plus Highlander Academy	X							Superintendent Director of Education Director of Special Services School Business Administrator	Budget meetings Enrollment Staffing information	This task moved was explored, implemented and completed	Complete
3.4.B.2 Engage all stakeholders in committee work regarding needs and possible restructuring				X				Superintendent Director of Education Director of Special Services School Business Administrator	Stakeholder Committee meetings	1. Meeting agendas and minutes 2. Framework for restructuring District schools	Complete
3.4.B.3 Identify transportation needs and redraw school lines				X				Superintendent School Business Administrator Supervisor of Transportation	Bus routes Enrollment data	1. Revised transportation routes based on restructuring plan	Complete
3.4.B.4 Plan for the repurposing of Westbrook School to house Highlander Academy and Prep		X						Superintendent Director of Education Director of Special Services School Business Administrator Principals	Facilities information Staffing information	1. Completed plan	Complete
3.4.B.5 Implement operational restructuring of all resources (fiscal, physical plant, curriculum, staffing, etc.)				X				Superintendent Director of Education Director of Special Services School Business Administrator	Plan for restructuring including all considerations	1. Begin implementation of plan	Complete
3.4.B.6 Create new attendance zones and share information with families			X					Superintendent School Business Administrator	Plan for attendance zone mapping	1. Completed attendance zone map 2. Written communication to all effected families	Stage 1 Complete
3.4.B.7 Share information with staff about reassignments for the 2023-2024 school year				X				Superintendent	Budget Staffing Roster	1. Communications to staff effected by restructuring	Complete
3.4.B.8 Implement new School Choice plan				X				Superintendent	Restructuring plan School Choice information	1. Communication to parents	Complete
3.4.B.9 Relocation of Special Program classes (i.e. CLIMB, Preschool, etc) for purposes of resource, space, and inclusion opportunities				X				Superintendent Director of Special Services School Business Administrator	Restructuring plan	1. Communication to parents	Complete

Goal Area: Well-being											
Year 1 2022-2023											
Goal 4: To create a positive, inclusive and connected school environment that promotes lifelong health and well-being.											
Objectives:											
1. Increase opportunities for extra-curricular activities K-12 that address student needs and interests.											
2. Foster individuality to create a culture of acceptance in all schools											
3. Promote mental and physical wellness for students and staff.											
4. Strengthen peer-to-peer relationships, and the school-home connection in order to build a more supportive school environment.											
Strategic Plan Action Items Year 1 2022-2023	Explore	Plan	Create	Implement	Monitor	Analyze	Evaluate	Lead on Task	Human and Fiscal Resources	Outcomes as Indicators of Success	Current Status
4.1.A Co-curricular Activities											
4.1.A.1 Create opportunities for all schools to offer clubs that emphasize acceptance and inclusiveness.			X					Director of Special Services Supervisor of Guidance Principals	Budget Standardized fee structure	1. Plan for clubs 2. Approval of club advisor(s)	Stage 1 Complete
4.1.A.2 Develop middle school intramural athletics program.		X						MS Principal Supervisor of Physical Education/Health	Budget Standardized fee structure	1. Plan for intramural program 2. Approval of team coach(es)	Stage 1 Complete
4.3.A Mental & Physical Wellness											
4.3.A.1 Create opportunities to build and develop social and emotional wellness for staff.			X					Superintendent Director of Special Services Director of Education	Budget, Professional Development Committees	1. Wellness PD sessions held in February 2023	Complete
4.3.A.2 Support professional development opportunities for staff.					X			Superintendent Director of Special Services Director of Education	Budget, Professional Development Committees	1. Wellness PD sessions held in February 2023	Complete
4.4.A Supportive School Environment											
4.4.A.1 Foster programs and practices that support students who are dealing with peer conflict, family changes, social-emotional challenges, etc.					X			Director of Special Services Supervisor of Guidance Principals	Budget Standardized fee structure	1. Holding of various events and activities that promote SEL	Ongoing
4.4.A.2 Explore opportunities to host therapy animals in our schools	X							Director of Special Services Supervisor of Guidance Principals	Budget Standardized fee structure	1. Recording visits of therapy animals with classes and various school programs	Complete
4.4.A.3 Explore after school mental and physical wellness opportunities for students and staff (i.e. yoga, meditation, etc.)	X							Director of Special Services Supervisor of Guidance Principals	Budget Standardized fee structure	1. Evidence of activities and extracurricular offerings at elementary & secondary levels	Deffered to 2023

Goal Area: Financial Stability											
Year 1 2022-2023											
Goal 5: To achieve financial stability in light of State aid cuts under S2.											
Objectives:											
1. To stabilize District finances in an attempt to recover and rebuild capacity to support the effective and efficient operations											
2. To pursue and manage alternate funding sources											
3. To prioitize and reallocate funds in response to S2											
Strategic Plan Action Items Year 1 2022-2023	Explore	Plan	Create	Implement	Monitor	Analyze	Evaluate	Lead on Task	Human and Fiscal Resources	Outcomes as Indicators of Success	Current Status
5.1.A District Finances											
5.1.A.1 Limit spending in the current budget year				X				Superintendent School Business Administrator	Local Budget Grant funding	1. Messaging to administrators and staff	Completed
5.1.A.2 Analyze enrollment and staffing with an eye on efficiency				X				Superintendent School Business Administrator	HR & Administrative Team	1. Enrollment and staffing reports	Completed
5.2.A Alternative Funding											
5.2.A.1 Apply for stalbalization aid				X				Superintendent School Business Administrator	State Aid figures	1. Application and award notification	Completed
5.2.A.2 Manage ESSER Grants				X				Director of Education School Business Administrator	Federal and State Grand funds	1. Successfully submitted grants, reports, and reimbursement requests.	Completed
5.2.A.3 Manage entitlement grants				X				Superintendent School Business Administrator Director of Education Director of Special Services	Federal grant funds	1. Successfully submitted grants, reports, and reimbursement requests.	Completed
5.2.A.4 Return completed Capital projects to their original funding sources				X				School Business Administrator Supervisor of Buildings & Grounds	Audit LRFP	1. Successfully completed projects under budget.	Completed
5.3.A S2											
5.3.A.1 Conduct a needs assessment to identify efficiencies and reduce redundancies				X				Superintendent School Business Administrator Director of Education Director of Special Services	Local Budget	1. Successfully balanced and approved budget.	Completed