Goal Area: Global Learning / Academics		Year 2 2023-2024	

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 2 2023-2024	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 & Program - Mathematics											
1.1.A.1 Continue to provide the professional development to enhance implementation of best practice pedegogy 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 3. Observations for Year 2 Implementers	Ongoing
1.1.A.1a Adopt and implement Eureka Math Squared K-5				X				Director of Education, K-5 Principals	Elementary & Secondary School Emergency Relief Fund (ESSER)	1. Walkthrough data including "look fors" during instruction	Ongoing
1.1.A.1b Implement iReady diagnostic assessments and My Path, to support the design of targeted instruction and support in Mathematics				X				Director of Education, K-5 Principals	Elementary & Secondary School Emergency Relief Fund (ESSER)	1. Walkthrough data including "look fors" during instruction 2. iReady data reports and My Path instructional recommendations	Ongoing
1.1.A.2 Provide professional development to enhance implementation of best practice pedegogy 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	Ongoing
1.1.B Instructional Professional Development & Program - ELA											
1.1.B.1 District Literacy Committee Plans for the provision of professional development to enhance implementation of best practice pedegogy 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 providsion of professional development	1. Student independent reading (Fountas & Pinnell Benchmark Reading Assessmenmt) data 2. Writing rubric improvement	Ongoing
1.1.B.2 Evaluate and select new materials for Language Arts K-5							X	Director of Education, K-5 Principals, District Literacy Committee	Local funds Possible Stabalization Aid funds	1. Meeting minutes from District Literacy Committee meetings 2. New ELA program selected and approved for purchase	Ongoing
1.1.B.2a Implement iReady diagnostic assessments and My Path, to support the design of targeted instruction and support in Language Arts				X				Director of Education, K-5 Principals	Elementary & Secondary School Emergency Relief Fund (ESSER)	1. Walkthrough data including "look fors" during instruction 2. iReady data reports and My Path instructional recommendations	Ongoing

1.2.A Data to Inform Instruction

Action	Marker	Responsible	Resources	Evidence/Outcomes	Timeline
1.2.A.1 Conitiue 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 date 2. Teacher created action plans 3. Inceased achievement on targeted standards 4. Records of data meetings to inform instruction	Ongoing
1.2.A.2 Analyze diagnostic and formative assessment data and hold data meetings with grade level teams	X	Director of Education, Principals	Student data reports	1. Meeting schedules 2. Data-based decisions influencing lesson plans 3. Improved student progress after delivery of targeted instruction	Ongoing

1.2.B I&RS

Action	Marker	Responsible	Resources	Evidence/Outcomes	Timeline
1.2.B.1 Improve Intrvention and Referral Services (I&RS) and develop capacity to deliver Tier 1 instruction that meets the needs of all students 6-8	X	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	X	Principal. Assistant Principal, Guidance Department	Training Resources	1. Improved Student Outcomes in Academics, Behabior and Attendance	Ongoing

1.3.A Assessment Scores

Action	Marker	Responsible	Resources	Evidence/Outcomes	Timeline
1.3.A.1 Increase standardized assessment scores on the NJSLA	X	Principal, Assistant Principal, STEM Supervisor, Supervisor of Humanities	Online resources, technology hardware & software	1. Improved scores in NJSLA in Mathematics 2. Impoved scores in NJSLA in ELA 3. Improved outcomes for LinkIt! Assessments in ELA & Math	Ongoing
1.3.A.2 Increase standardized test scores including but not limited to NJGPA, AP, and college board assessments such as SAT or ACT	X	Director of Education, Director of Special Services, Principals, Asst. Principals, Supervisors	Professional Development and Department Meetings	1. Improved assessment scores	Ongoing

1.3.B Academic Improvements

Action	Marker	Responsible	Resources	Evidence/Outcomes	Timeline
1.3.B.1 Continue to improve the transition of students from 5th to 6th grade	X	Director of Education, Principals, Counselors	Professional Development Days	1, Feedback data from students, staff and parents	Ongoing
1.3.B.2a Investigate the value of our current assessment practices and explore other methodologies such as common assessments within departments 6-12	X	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	Ongoing
1.3.B.3 Conduct interview process and hire a Supervisor of STEM 6-12	X	Superintendent Director of Education	Budget HR process	1. Hiring process including multi-step screening and interviewing of applicants 2. DOE Personnel Committee agenda 3. BOE approval of successful candidate	Complete October 2023

1.4.A Academic Rigor

Action	1	2	3	4	5	6	7	8	Owner	Resources	Evidence	Status
1.4.A.1 Analyze current WMHS course offerings for appropriate level of rigor and alignment to the NJSLS								X	Director of Education, Supervisors	Department meetings, Professional Development Days	1. Meeting Agendas & Minutes	Ongoing
1.4.A.1a Reconvene Academic Success Committee and review data related to school ranking 9-12				X					Superintendent HS Principal	Committee meetings	1. Committee meeting agendas 2. Analysis and action plan	Ongoing
1.4.A.2 Analyze student achievement outcomes for students in the advanced track for mathematics and recommend next steps for the program							X		Director of Education, Principal	Department meetings, Professional Development Days	1. Meeting Agendas & Minutes	Ongoing
1.4.A.3a Continue to provide professional development to teachers of Mathematics to ensure consistency of Algebra 1 & Geometry instruction across schools						X			Director of Education	Deparment meetings, PD sessions	1. PD schedule for Mathematics Professional Development 2. Walkthrough data including "look fors" during instruction 3. Observation and Evaluation	Ongoing
1.5.A Self-Exploration and Collaboration												
1.5.A.1 Explore opportunities to maximize teacher/student collaboration and consultation		X							Director of Education, Principals	Department meetings, PD sessions	1. Meeting agendas	Ongoing
1.5.A.2 Implement, expand and evaluate student to student collaboration within the classroom, school, district and beyond						X			Director of Education, Principals	Department meetings, PD sessions Lesson plans	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	Department meetings, PD sessions	1. Meeting agendas 2. PD agendas	Ongoing
1.5.A.4 Continue to provide opportunities for students to engage in mentoring activities						X			Director of Education, Principals	Schedules, Community outreach	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	Community outreach	1. Staff and Department meeting agendas	Ongoing

Goal Area: Hometown Pride								Year 2 2023-2024			
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.1a Create branding strategy for the District in preparation for future work						X		Superintendent Directors, Supervisors, Principals	Administrative Council Superintendent's Roundtable	1. Attendance at workshops and research best practices 2. District Colors across all schools and in all communications 3. District branding and communication plan 4. District quarterly newsletter	District Newsletter Issue 1 - November 2023 Plan Winter-Spring 2024
2.2.A Technology											
2.2.A.1 Implement purposeful use of social media and the integration of technology				X				Superintendent Directors Supervisor of Technology	Administrative Council	1. Formalized plan	Winter-Spring 2024
2.2.A.2a Continue to upgade the Distirct website				X				Superintendent Directors Supervisor of Technology	Funding for upgrades	1. New website and redesign	Ongoing
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 Citzenship 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 2 2023-2024				

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.1a 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 2. Award of contract to conduct the feasibility study 3. Completed feasibility study	Ongoing
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	Ongoing
3.2.A Technology Upgrades											
3.2.A.1a Implement standardized technology requirements by grade level and subject				X				Supervisor of Technology Director of Education	Local budget Grant funding	1. Grade level technology requirements by subject 2. Purchased equipment to support the plan	Ongoing
3.2.A.2a Maintain and monitor 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.3a Maintain and monitor 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	Ongoing
3.2.A.4a Maintain and monitor 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	Ongoing
3.2.A.5 Create 3-5 year District Technology Plan			X					Superintendent, School Business Administrator Supervisor of Technology	Local Budget Technology inventory	1. District Technology Plan	Ongoing
3.3.A HVAC Upgrades											
3.3.A.1 Install air conditioners and improved ventilation in large common areas at Marchall 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 2. Completed installation	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	Ongoing

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
3.3.B.5 Complete items on LRFP (UGL window project, etc.) and explore alernate funding for these projects.			X				School Business Administrator Supervisor of Buildings & Grounds	Local Budget, Grant funding, Stabalization Aid funding, Long Range Facilities Plan	1. Status of prioritized projects	Ongoing
3.4.A Hillcrest Property										
3.4.A.2 Complete 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	Contract awarded November 2023

Goal Area: Well-being								Year 2 2023-2024			

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 incluciveness.			X					Director of Special Services Supervisor of Guidance Principals	Budget Standardized fee structure	1. Plan for clubs 2. Approval of club advisor(s)	Ongoing
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)	Ongoing
4.3.A Mental & Physical Wellness											
4.3.A.1a Create opportunities to build and develop social and emotional wellness for staff.				X				Superintendent Director of Speicial Services Director of Education	Budget, Professional Development Committees	1. Wellness PD sessions scheduled for February 2024	Planning stage
4.3.A.2a Support professional development opportunities for staff.					X			Superintendent Director of Speicial Services Director of Education	Budget, Professional Development Committees	1. Wellness PD sessions scheduled for February 2024	Planning stage
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. Record of programs and participation	Ongoing
4.4.A.2 Continue to create opportunities to host therapy animals in our schools			X					Director of Special Services Supervisor of Guidance Principals	Budget Standardized fee structure	1. List of activities and their locations	Ongoing
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. Meeting agendas 2. List of possible opportunities	Ongoing

Goal Area: Financial Stability											
Year 2 2023-2024											
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	
5.1.A.2 Analyze enrollment and staffing with an eye on effeciency				X				Superintendent School Business Administrator	HR & Administrative Team	1. Enrollment and staffing reports	Monthly analysis reports
5.2.A Alternative Funding											
5.2.A.1 Apply for stabalization aid				X				Superintendent School Business Administrator	State Aid figures	1. Application and award notification	Application submitted October 2023
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.	Reporting submitted on time as of November 2023
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.	Application approved for FY 24 Grant activities on track
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.	Ongoing
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. 2. Successful Mid-Year Budget Review 3. Budget planning and preparation for FY25 4. Successful Audit report for FY23	Ongoing