

STRATEGIC PLAN

2016-2019

PENNSVILLE SCHOOL DISTRICT PENNSVILLE, NEW JERSEY

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MISSION STATEMENT

*The Pennsville School District, in partnership with our community, empowers students to become life-long learners
contributing to the ever-changing world.*

STRATEGIC PLAN 2016-2019

GOAL 1 – STUDENT ACHIEVEMENT

- Objective 1 Increase Technology Literacy
- Objective 2 Enhance Course Offerings
- Objective 3 Improve Test Scores

GOAL 2 – FINANCES AND FACILITIES

- Objective 1 Improve Safety and Security at All Schools
- Objective 2 Continually Review Existing Facility Conditions for Improvement
- Objective 3 Implement a Phased-in District Modernization Plan

GOAL 3 – SCHOOL CULTURE

Objective 1 Foster a Safe, Nurturing Environment for All Members of the School Community

Objective 2 To Develop Respectful and Healthy Relationships Amongst All Members of School and Community

GOAL 4 – COMMUNITY / PARENT INVOLVEMENT

Objective 1 Increase Active Participation in School Organizations and Activities

Objective 2 Utilize and Integrate Community Organizations, Resources, and Individuals into the School Community

Objective 3 Increase Communications between School and Community

Objective 4 Enhance Community Spirit for the Schools

STRATEGIC PLANNING PROCESS

EXECUTIVE SUMMARY

PROCESS – UPDATING A STRATEGIC PLAN

The first step in creating the 2016-2019 Strategic Plan was to review the expiring 2013-2016 Strategic Plan to determine which goals and indicators were or were not accomplished. Evidence or a rationale was provided, respectively, for either determination, and suggestions were made to continue, revise or eliminate goals and indicators. That information was then be used to formulate the 2016-2019 Strategic Plan which would follow the same format as the 2013-2016 plan.

The Administrative Cabinet, comprised of building Principals, District Supervisors and District Administration (including the Superintendent, the Business Administrator and the Director of Curricula) were charged with the review process described above and worked on this process throughout the 2015-2016 school year.

During the summer of 2016 the initial feedback from the administrative review of Goals 1-4 were shared with the BOE by the Superintendent. BOE members were given the opportunity to ask questions or make suggestions at the August 29th BOE meeting and throughout the culmination of the planning process.

A top priority was to make this information available to the community to garner input and perspective. On October 11, 2016, the Community Advisory Committee received a draft of the plan for their review. The draft of the new plan was also posted on the district website with a special email address so that the public could comment on it and offer suggestions. Finally, a ConnectEd call was sent out that explained the process and invited the public to give input. That input could be obtained through the online resources or print materials that could be mailed to them or picked up.

All of that input from those stakeholders was used to create this final version of the 2016-2019 Strategic Plan.

FORMAL ADOPTION OF THE 2016-2019 STRATEGIC PLAN

The adoption process culminated at the November 28, 2016 BOE meeting when the Board approved the final version of the 2016-2019 Strategic Plan. The Strategic Plan is incorporated as part of the Superintendent's semi-annual report to the BOE on the "state of the district" and as a means of updating the BOE on how he is meeting his goals as well as BOE goals.

GOAL 1: Student Achievement

OBJECTIVE 1: Increase Technology Literacy to empower staff members as facilitators & enable students to function as self-directed learners, complex thinkers, collaborative workers, and effective communicators

Major Activities	Staff	Indicators of Success
1. Continue to acquire hardware and software needed to meet instructional goal	Curriculum Director Technology Director Supervisors Technology Mentors Administrative Cabinet	Integration of technology into lesson plans, classroom observations, student output
2. Increase technology use through instructional practices via classroom teachers	Curriculum Director All instructional and support staff Administrators Technology Mentors	Integration of technology into lesson plans, classroom observations
3. Through the articulation of technology curriculum, track technological proficiency aligned with CCCS 8.1 & 8.2	Administrative Cabinet Curriculum Director Technology Director Instructional staff Support staff	Integration of technology into lesson plans, classroom observations, completion of K-12 scope and sequence for technology skills
4. Implementation of a scope and sequence of technology skills for students that are embedded into the regular curricula.	Curriculum Director Technology Director Technology Mentors Supervisors	A completed scope and sequence of technology skills integrated into K-12 lesson plans
5. The development of “tech-centric” lessons and units that utilize Google resources and immerse students in 21 st Century Skills.	Curriculum Director Technology Director Technology Mentors Supervisors	“Technology-centric” lessons and units
6. The creation of STEAM (Science, Technology, Engineering, Art and Math) activities, programs and courses from K-12.	Curriculum Director Technology Director Technology Mentors Supervisors	STEAM (Science, Technology, Engineering, Art and Math) activities, programs and courses from K-12.

GOAL 1: Student Achievement

OBJECTIVE 2: Enhance Course & Program Offerings – Academic, Co-Curricular, Extra-Curricular

Major Activities	Staff	Indicators of Success
1. Provide equal access to all K-12 programs for all students	Administrative Cabinet	All programs available to all students
2. Provide a robust gifted and talented program at all school levels	Administrative Cabinet	Gifted and Talented program offered to students, development of G&T curricula
3. Increase elective offerings (academic and interest-based)	Administrative Cabinet	Make available more elective courses, transcripts with increased electives
4. Implement more Advanced Placement courses, as appropriate, and improve AP test scoresheet 5.	Curriculum Director HS Administration Supervisors	Increased AP course selection and improved student performance
6. Increase course offerings at the senior level	Curriculum Director HS Administration Supervisors	Increase of participation in Jump Start program.
7. Provide more foreign language classes and experiences	Curriculum Director Building Administrators Supervisors	More and varied foreign language classes and experiences offered at all appropriate grade levels
8. Growth of the Jump Start partnership with Salem Community College.	Curriculum Director HS Administration Supervisors	Expansion of participation and/or choices for student courses.
9. The creation of STEAM (Science, Technology, Engineering, Art and Math) activities, programs and courses from K-12.	Administrative Cabinet	STEAM (Science, Technology, Engineering, Art and Math) activities, programs, courses and experiences from K-12.

GOAL 1: Student Achievement

OBJECTIVE 3: Improve Student Growth on State and Local Assessments

Major Activities	Staff	Indicators of Success
1. Provide opportunities for teachers to meet to review assessment data so they can use the information to plan intervention and enrichment activities	Administrative Cabinet	Follow-Up Teacher Survey Increase in Test Scores Continue to provide common planning time and opportunities for collaborative
2. Offer proactive and remedial courses targeted to individual students to improve assessment performance	Administrative Cabinet Teaching staff	Increase in student growth as evidenced by mSGP and local data
3. Provide professional development for staff in all subject areas that will result in improved student growth on state and local assessments.	Administrative Cabinet	Increase in student growth as evidenced by mSGP and local data
4. Provide benchmark testing and curricular pacing for grade pK-12	Curriculum Director Supervisors	Increase in student growth as evidenced by mSGP and local data
5. Provide continuous research-based interventions for at-risk students: Identify at-risk students Closely monitor progress Provide interventions	Administrative Cabinet	Increase in student growth as evidenced by mSGP and local data
6. Develop critical reading skills across disciplines and throughout the grades	Curriculum Director Supervisors	Increase in student growth as evidenced by mSGP and local data
7. Increase the number of students who Meet or Exceed Expectations: Identify students and needs Provide interventions Monitor progress and repeat, as needed	Curriculum Director Administrative Cabinet	Increase in student growth as evidenced by mSGP and local data

GOAL 2: Finances and Facilities

OBJECTIVE 1: Assess and Improve Safety and Security at All Schools

Major Activities	Staff	Indicators of Success
1. Assess and evaluate the status of safety and security programs, processes and hardware at each school location	Administrative Cabinet Business Administrator Local and regional law enforcement	Completion of Assessment Report
2. Prioritize findings from safety and security assessments and identify funding requirements to correct, update and upgrade safety and security findings.	Administrative Cabinet Business Administrator	Prioritization of items in the report Funding requirements identified and allocated in operating budget Budget documents
3. Install interior and exterior cameras in all schools for hallway monitoring and building security.	Business Administrator Technology Director Building Administrators	Funds allocated in operating budget Installation of cameras Reduction in discipline issues and vandalism
4. Implement safety and security updates and upgrades	Administrative Cabinet	Updates and upgrades in progress/completed
5. Review status of safety and security plans at each school location on an annual basis for continuous improvement and items carried over from the previous year	Administrative Cabinet	Completion of Assessment Report Agendas from Admin. Cabinet

GOAL 2: Finances and Facilities

OBJECTIVE 2: Implement an Ongoing District Modernization and Maintenance Plan

Major Activities	Staff	Indicators of Success
1. Evaluate existing facility conditions	Administrative Cabinet	Completion of Evaluation Report
2. Prioritize identified facility improvements and determine financial impact to stakeholders	Business Administrator	Prioritization of items and associated costs in the Evaluation Report
3. Improve energy efficiencies at all school locations	Business Administrator	Efficiency completion based on budgeted funds
4. Educate and inform all stakeholders on the needs, benefits and costs of various projects	Administrative Cabinet Board of Education	Education of the stakeholders on an ongoing basis through meetings, newspaper releases, district website and digital communications, social media and newsletters
5. Revise the facility improvement plan based on the outcome of bond referendum and ROD grant construction	Business Administrator Board of Education	Updated Facilities Improvement Plan
6. Successfully implement improvements	Business Administrator	Completion of projects as scheduled and planned
7. Re-evaluate condition of facilities for the next phase of updates to be performed	Business Administrator	Completion of Evaluation Report for next phase of the project

GOAL 3: School Culture

OBJECTIVE 1: Foster a Safe, Nurturing Environment for All Members of the School Community

Major Activities	Staff	Indicators of Success
1. Continue to integrate character education throughout curriculum to foster respect for self and others	Administrative Cabinet SAC	Decrease in HIB incidents Increased opportunities for learning
2. Continue to develop school wide PBS to foster respect and tolerance of others	Building Administrators Guidance Counselors SAC	Fewer student behavior referrals Improvement in behavior statistics
3. Utilize and update the comprehensive district-wide (K-12) counseling and guidance program for our students	Administrative Cabinet Guidance Counselors SAC	An increase in positive behavior support programs and opportunities A decrease in referrals to counselors for negative issues

GOAL 3: School Culture

OBJECTIVE 2: To Develop Respectful and Healthy Relationships Amongst All Members of School and Community

Major Activities	Staff	Indicators of Success
1. Continue to implement and refine Positive Behavior Support systems	Building Administrators Counselors SAC	Implementation of PBS strategies and programs Review of annual behavior-related statistics
2. Board of Education school representative	Board of Education Administrative Cabinet	BOE representative at school functions
3. Increase recognition of school stakeholders, including staff and students	Board of Education Administrative Cabinet	Recognize staff and students with Pennsville Pride pins

GOAL 4: Community/Parent Involvement

OBJECTIVE 1: Increase Active Participation in School Organizations and Activities

OBJECTIVE 2: Utilize and Integrate Community Organizations, Resources, and Individuals into the School Community

OBJECTIVE 3: Increase Communications Between School District and Community

OBJECTIVE 4: Enhance Community Spirit for the School District

Major Activities	Staff	Indicators of Success
1. Plan and develop cultural/athletic activities/events that engage community members (including Seniors Citizens) in the school's activities	Administrative Cabinet	Ongoing monitoring of attendance Public/staff feedback
2. Recognition Program (s) for School Community and Alumni	Administrative Cabinet Board of Education	Review and evaluate progress annually. Solicit public/staff feedback
3. Survey the community, parents, staff and students, as appropriate, regarding relevant issues	Administrative Cabinet	Evaluate results and utilize for improvement
3. Continue and expand Education Foundation activities	Education Foundation Administrative Cabinet Board of Education	Improve fundraising results
4. Plan and develop educational opportunities for the community at large regarding academic issues, athletic issues, school finances, physical and mental health issues	Administrative Cabinet	Evaluate event attendance and/or website responses to solicit feedback
5. Pursue opportunities to utilize the knowledge and talents of community professionals and organizations in the education of our students	Administrative Cabinet BOE Community Liaison committee Board of Education	Community-based organizations
6. Maintain School/Community Relations Committee	Board of Education BOE Community Liaison committee	Attendance at meetings Meeting committee goals