DISTRICT GOAL 1: Academics

Improve student learning outcomes by increasing the number of students Meeting/Exceeding grade level expectations.
This will be measured by comparing students' LinkIt! Fall Benchmark (Form A) proficiency data with Spring Benchmark (Form C).
- 1.85% (ELA) and 2.35% (Math) increase from Grades 3-11 (NJDOE standard established) is Satisfactory
- >2.85% (ELA) and >3.35% (Math) is Exemplary if achieved in 50% or more of tested grades

Major Activities	Board/Staff	Resources	Constraints	Timelines	Indicators of Success
Revise curricula as necessary to ensure compliance with NJDOE requirements and best practices	Ed. Committee; Director of Curriculum and Instruction; Select Teachers, Supervisors	Post and hire teachers for curriculum writing; Provide direction and oversight; Curricula revised; Present final products to BOE for approval	Teacher availability; lack of interest in revising some subjects / courses	Summer	- Curriculum aligned with NJDOE and QSAC expectations - Curriculum reflects "best practices" as identified in educational literature - Curricula revised in the following content areas
Analyze the district's success in remediating learning loss due to COVID-19	Ed. Committee; Director of Curriculum and Instruction; Principals, Data Coaches, Master Teachers, Supervisors	Evaluate learner progress on LinkIt Benchmarks, ESGI, STAR Reading and iReady; Identify areas of growth, and pockets of stagnation / regression;	Accuracy of student achievement data due to student effort	Ongoing throughout the year	- Data aggregated and analyzed - Areas of need identified - Plans to address specific areas of need developed and implemented via RTI to support students

		Develop a plan to address key NJSLS and/or specific areas of need			
Facilitate the implementation of the new K-8 mathematics series (iReady)	Ed. Committee; Director of Curriculum and Instruction; Principals, Data Coaches, Master Teachers, Supervisors	Organize summer trainings for staff; Provide ongoing support throughout the year; Monitor teacher usage; Analyze student achievement data; Use the diagnostic tools to support learner growth	Staff capacity to become comfortable with all the features of the program. Staff ability to use data from diagnostics.	Summer - trainings Fall - implementation Winter / Spring - monitor and adjust	● Teacher participation in workshops ● Activities and resources listed in lesson plans and observed in the classroom ● Teachers demonstrating comfort with the platform ● High percentage of students using the diagnostic tools
Continue / expand the Professional Development Academy	Ed. Committee; Director of Curriculum and Instruction; Principals, Data Coaches, Master Teachers, Supervisors	Post and hire PD Academy Instructors; Revise the Year 3 curriculum; Create the Year 4 schedule by polling staff and selecting which modules will run; Create schedule for all PD days	Active teacher participation in courses / modules; Resources (time & money) to develop PD modules	Summer - revise courses Fall / Winter / Spring - implement PD Academy schedule	● PD Academy Instructors hired ● Year 3 curriculum revised ● Year 4 modules selected, and staff signed up for modules of their choice ● Resource manuals available for all PD Academy modules ● PD Academy dates scheduled and running
Conduct triannual Data Harvests, and implement next steps as necessary	Board of Education; Director of Curriculum and Instruction; Principals, Data Coaches, Master Teachers,	Analyze results of district Benchmark assessment, Analyze results from STAR Reading, and ESGI assessments; Principals complete	Capacity to analyze data; Communication with all stakeholders; Community involvement	As per this schedule,	● Benchmarks are administered by classroom teachers ● Benchmark results are analyzed by Data Coach, shared with Supervisors & school Principal

	Supervisors	Data Harvest template; Supervisor meets with teachers who have outlying results; Principals meet with teachers who have poor results on two consecutive Benchmarks			- Data Harvest Meeting led by the Principal - Follow up meetings occur, as necessary: - Data Coach meets with each teacher to review results & create individualized Student Action Plans - Master Teachers will be assigned teachers in need of help with particular strategies
Revise the Grading & Assessment manual and Lesson Planning manual	Director of Curriculum and Instruction; Data Coaches, Master Teachers, Supervisors	Feedback from teachers and other stakeholders. Previous drafts of the manuals.	Formatting. Creating a product that is user-friendly and helpful to the teachers.	Summer to revise. Fall to implement.	- Plan is revised and updated to reflect an evolved understanding of best practices for teaching and learning - Final draft of the plan submitted to BOE for approval and disseminated to staff

DISTRICT GOAL 2: Academics in the Primary Grades

Maintain an emphasis on the strong foundation for literacy in the primary grades (Preschool - Grade 2). Indicators of success would be seen in data from the ESGI and STAR Reading Early Literacy programs.

For each grade, specific student learning outcomes are detailed below. Of the 8 total indicators (4 grades, 2 subjects each), hitting 50% (4/8 indicators) would be considered Satisfactory, and hitting 75% (6/8 indicators) is Exemplary.

	ELA Metric	Math Metric	SY20-21 Baseline:	SY21-22 Goals:
Preschool	Identifying letters of alphabet (uppercase)	I can recognize numbers 1-10	ELA: ● Trimester 2: 67% accuracy ● Trimester 3: 76% accuracy Math: ● Trimester 2: 78% accuracy ● Trimester 3: 85% accuracy	ELA: ● Increase by 9% from SY21-22 baseline and/or 76% accuracy by Trimester 3. Math: ● Increase by 7% from SY21-22 baseline and/or 85% accuracy by Trimester 3
	ELA Metric	**Math Metric**	**SY20-21 Baseline:**	**SY21-22 Goals:**
Kindergarten	Proficiency in STAR Reading / Early Literacy	Counting from 0-25 (MP1) 0-50 (MP2) 0-75 (MP3)	ELA: ● MP1: 48.9% on level ● MP3: 64.5% on level Math: ● MP1 = 86% ● MP2 = 83% ● MP3 = 86%	ELA: ● Increase by 15.6% from SY21-22 baseline and/or 65% accuracy by MP3. Math: ● No decrease from SY21-22 baseline and/or 86% accuracy by MP3.
	ELA Metric	**Math Metric**	**SY20-21 Baseline:**	**SY21-22 Goals:**
Grade 1	Proficiency in STAR Reading / Early	Fact Fluency: ● Addition 0-10 (MP1) ● Addition &	ELA: ● MP1: 57.9% on level ● MP3: 75.2% on level	ELA: ● Increase by 17.3% from SY21-22 baseline and/or 75% accuracy by MP3.

	Literacy	subtraction 0-10 (MP3)	Math: ● MP1: 95% correct ● MP3: 90% correct	Math: ● No decrease from SY21-22 baseline and/or 90% accuracy by MP3.
	ELA Metric	**Math Metric**	**SY20-21 Baseline:**	**SY21-22 Goals:**
Grade 2	Proficiency in STAR Reading / Early Literacy	Fact Fluency: ● Addition 0-20 (MP1) ● Addition & subtraction 0-20 (MP3)	ELA: ● MP1: 50.6% on level ● MP3: 60.2% on level Math: ● MP1: 91% correct ● MP3: 93% correct	ELA: ● Increase by 9.6% from SY21-22 baseline and/or 60% accuracy by MP3. Math: ● Increase by 2% from SY21-22 baseline and/or 93% accuracy by MP3.

Major Activities	**Board/Staff**	**Resources**	**Constraints**	**Timelines**	**Indicators of Success**
Implementing **Fast ForWord**, a brain--based adaptive program that is based on the Science of Reading & targets the root causes of reading deficiencies by targeting phonological processing by working on memory, attention span, phonemic awareness & phonics, sequencing, vocabulary, & grammar	Supervisor of Elem Ed, Master Teachers Data Coach, Tech Dept.	Fast ForWord Program Headphones Training for some teachers, depending on sub coverage Sept 22 & 23 Leadership training Sept 23 to include	Sub coverage for full day training The program highly recommends implementing a 150 min/wk or 90 min/wk program. Fast ForWord requires the use of special headphones	**Sept:** Tech rosters students into classes Implement in the classroom by Sept 30th **Oct:** Tentative Saturday training Oct 16th 8-2	● Track reading stamina, phonemic awareness and phonics ● Since the program is new, we are learning which reports will be the most valuable (i.e. teacher usage reports, student learning outcomes.)

		the Dir of Curr, Dir of Special Services, Supervisor, MTs, DCs, & Principals	so it can only be done in school.	**Oct -June** Supervisor will present grade level & class data results to teachers at Faculty meetings Principal & Supervisor will meet with teachers individually who are not meeting expectations	
Implementing **RIME Magic** for Gr2 Rime Magic is based on the Science of Reading & focuses on the rime, the vowel and consonant combination that helps drive word analysis. By focusing on the rime, readers learn to see the natural segmentation patterns of the written word	Supervisor of Elem Ed, Master Teacher (MT), Data Coach (DC)	RIME Magic kits MT & DC pushing into classrooms to support teacher practice & model using gradual release of support	N/A	**Sept-** Teachers get kits & overview of implementation from Supervisor **Oct-** Teachers implement RIME Magic in their classrooms with support from the MT during common planning time	Track data for each class and the grade level on NJSLS RF 2&3 using the Star Standards Mastey Report

				Nov- June: The DC will track NJSLS RF 2 & 3 for each MP screening on the Star State Standards Mastery Report & meet with teachers to review class & results	
Star Reading transforms assessment data into action steps for educators, giving teachers helpful insights and tools to strengthen instruction.	Supervisor of Elem Ed, Master Teachers (MTs), Data Coach (DC), Tech	Star Reading online Program MT will meet with teachers as needed to create lessons & activities to target the needs of their students DC will review class & individual student data	N/A	**Sept:** Supervisor sets up classes & screenings Tech rosters & manages student placement changes Supervisor will have each teacher create a proficiency level goal The results of the 4th MP, X% of my class will be 80%	Teachers tracking their targeted interventions using the State Standards Mastery Report & share those results with the DC Star Screening Report

		with teachers by pushing into their classrooms.		proficient on the Star Screening Report. **Oct- June:** Supervisor, Principal, DC, & MTs check-in on teacher's proficiency goal & provide support & action plans as needed to overcome obstacles	
Implement iReady math program	Supervisor of Elem Ed, Master Teachers (MTs), Data Coach (DC)	iReady math books, iReady online program	Sub coverage for trainings	**June, Aug/Sept, Oct, Jan** ½ day trainings for teachers Supervisor creates Scope & Sequence & Pacing guide for MP1 & collaborates with teachers for feedback for creating MP2,3,4.	Sept, Jan & June Diagnostic

				Supervisor assigns common formative & summative assessments **Sept, Jan & June** Administer Diagnostic **Sept-June:** Supervisor, MT & DC support teachers in the implementation of the program & reading/ using data to decrease the achievement gap	
Implement lessons to support self regulated learners	Supervisor of Elem Ed, Master Teachers (MTs), Data Coach (DC)	"I-pick" lessons Stamina lessons STAR reading MT & DC push into classrooms	NA	**Sept & Oct:** Supervisor sets department goal aligned to creating self-regulated learners by having students track data using Star Reading Scaled	STAR Reading Scaled score Fast ForWord Progress Fluency Report

| | | | | Score or Fast ForWord Fluency Report.

MT, DC, and Supervisor meet with teachers to discuss implementation of lessons

Nov.- April: MT & DC push into classrooms to support students

Oct-June: DC will track progress of the average Scaled Score/ Fast ForWord Fluency Report & as a school and for individual classes | |
|---|---|---|---|---|---|
| Consistency with grading using NJDOE Writing Rubrics | Supervisor of Elem Ed, MTs, DC | Wonders

LinkIt | Accountability is difficult to track on a consistent basis for each assignment | **Sept:** Set tone & expectations at | Compare holistic scores using student samples |

Consistency with grading written response to text		MTs will push in to support the rigor of the assignments & grading Supervisor, MT & DC will work with teachers in groups		grade level meetings **Oct-June:** Supervisor will present models of graded writing using rubrics as a written response to text and as a processed writing piece.	
Teachers focus on certain letters during different studies. For example, the teachers can emphasize the focus on the letters d for dog, c for cat during the Pet Study. -Teachers incorporating rhymes throughout various parts of the day including, but not limited to lining up, cleaning up, and wait times -Daily Literacy small group sessions will focus on these standards	-Teachers -Para-professionals -Master Teachers -PIRT -Principal	Creative Curriculum	Student Absenteeism	SY21-22	-ESGI Benchmark Data -Teaching Strategies Gold Classroom Data

-Teachers model counting throughout the day (counting students, counting materials, etc.) -Teachers practice counting in large group daily. -Students are exposed to number identification daily -Daily Math small group sessions will focus on these standards	-Teachers -Paraprofessionals -Master Teachers -PIRT -Principal	Creative Curriculum	Student Absenteeism	SY21-22	-ESGI Benchmark Data -Teaching Strategies Gold Classroom Data
<u>Special Reading Programs</u> ● Continue to provide staff with Spire support and manual as needed ● Purchase of new MD curriculum (Reading Mastery, Corrective Reading) ○ Schedule training for new programs ○ Continued support of master teachers in utilization of new programs ● Pending full return to school-Parent Literacy Nights in collaboration	Director of Student Services Supervisor of Special Education	● Staff training ● increased collaboration among staff using the programs	Time with student schedules for fluency programs	SY 20-21	● Student increase in reading ability as evidenced by in class assessment and statewide testing ● Declassification of special education students ● At risk and IEP student growth on State Standardized tests

| with curriculum office | | | | | |

DISTRICT GOAL 3: District Assets
　　　　Continue to invest in the School District's assets

Major Activities	Board/Staff	Resources	Constraints	Timelines	Indicators of Success
Complete installation Phase 1 PreK Toilets in Dunfee	BA/Facility Director	Architect	Building Occupancy/Contractor delays	August 31, 2021	Issued Certificate of Occupancy/Final lInspection
Award bid for final phase of PreK Toilet Installation in Dunfee	BA/Facility Director/Board	Architect	Building Occupancy	March 31, 2022	Board Resolution
Complete mechanical upgrade and control systems through the ESIP	BA/Facility Director	Architect	Building Occupancy/Contractor delays	October 31, 2021	Issued Certificate of Occupancy/Final lInspection
Install camera system in school buses	BA/ Transportation Director	Supplier	Bus availability	September 30, 2021	Functioning software
Install GPS tracking in Buses	BA/ Transportation Director	Supplier	Bus availability	September 30, 2021	Functioning software
Design, bid an award HVAC upgrades utilizing ESSER 3 funding	BA/Facility Director/Board	Architect	Design Lead Time	March 31, 2021	Board resolution
Instal state of the art Cyber Security/E-Sports Lab	BA/Facility Director	Building Principal, Teacher	Supply chain delays	September 30, 2021	Instructional space

Upgrade weight room in HS, ROBMS and elementary schools	BA/Facility Director	Athletic Director, Teacher	Supply chain delays	September 30, 2021	Instructional space
Replace failing audio system in auditorium	BA/A/V Specialist	Building Principal, Teacher	Supply chain delays	November 30, 2021	Functionality
Replace failing audio system at football stadium	BA/Grounds Supervisor	A/V Specialists	Supply chain delays	November 30, 2021	Functionality
Install outdoor learning environments (i.e pavilions)	BA/Grounds Supervisor	Architect	Supply chain delays	November 30, 2021	Final Inspection reports
Upgrade replace security cameras	BA/ IT Director	Supplier	Budget availability	June 30, 2022	Full functioning system
Upgrade/Expand door access system	BA/ IT Director	Supplier	Budget availability	June 30, 2022	Full functioning system
Install video screen at football stadium	BA/ IT Director	Supplier	Supply chain delays	June 30, 2022	Full functioning system
Upgrade Informational Marquee at main entrance of HS	BA/ IT Director	Supplier	Supply chain delays	June 30, 2022	Full functioning system

DISTRICT GOAL 4: Technology

   Continue to enhance and improve the technology and security of the District

   The technology department has continued to work on its long term goals for the school district. This goal not only enhances our technology but also improves the security as a whole for the district. Examples of this goal:
- PA System
- Clocks
- Bell System
- Lens Lockdown System
- Phone System
- New Wireless
- Cybersecurity Lab
- Continue District wide installation of interactive TVs
- Upgrade WIFI Infrastructure

Major Activities	Board/Staff	Resources	Constraints	Timelines	Indicators of Success
PA System	Dir/Specialist	Supplier	Supply/Test Delays	September 2021	Full Functioning
Clocks	Dir/Specialist	Supplier	Supply Delay	September 2021	Full Functioning
Bell System	Dir/Specialist	Supplier	Supply/Test Delays	September 2021	Full Functioning
Lens Lockdown System	Dir/Specialist	Supplier	POTS Lines	October 2021	Full Functioning
New Wireless	Dir/Specialist	Supplier	Supply	Ongoing	Full Functioning
Cyber security lab	Dir/Specialist	Supplier	Supply	October 2021	Full Functioning
Interactive TV's	Dir/Specialist	Supplier	supply	Ongoing	Full Functioning

Upgrade WIFI Infrastructure	Dir/Specialist	Supplier	Connectivity	Ongoing	Fully Functioning

BOARD GOAL 5: Board Training

The Board should attend at least two trainings over the course of the year

Major Activities	Board/Staff	Resources	Constraints	Timelines	Indicators of Success
NJSBA Board/Ethics Training-February 1 ,2022	Board/Admin	NJSBA Field Service Representative	NJSBA Field Service REpresentative Availability	February 2022	Completed training Certificate
Board Self Eval/ Goals-August 30, 2022	Board/Admin	NJSBA, Board Self Eval	Completion of Board Self Evaluation	June-August 2022	Completed Board Self Evaluation
Strategic Plan-February 3, March 8, April 27, 2022	Board/Admin	NJSBA	Public participation	February - August 2022	Board approved Strategic Plan

BOARD GOAL 6: Board Policy

The Board will continue to review and update, when necessary, each Board policy in the District.

Major Activities	Board/Staff	Resources	Constraints	Timelines	Indicators of Success

BOARD GOAL 7: Strategic Plan
Review and assess the current Strategic Plan and make any necessary updates or adjustments

Major Activities	Board/Staff	Resources	Constraints	Timelines	Indicators of Success
Current Strategic Plan Review	Board, Admin	District Data	N/A	October, 2021	Public review of Strategic Plan status
Strategic Plan-February 3, March 8, April 27, 2022	Board, Admin Public	NJSBA	Availability	February - August 2022	Adoption of Strategic Plan Document