

Strategic Plan Goals Update



Montgomery Township School District

May 22, 2018

Strategic Planning Meetings

Moving the Work Forward



Goal Team Meeting

Meetings inclusive of all administration and teachers on a particular goal team

Objective Team Meeting

Meetings inclusive of part or all of an objective team. This is where the majority of the work is done!

Administrative Meetings (I/S, ALT)

Regularly scheduled meetings for district administration where the Strategic Plan was the main agenda item

Assessment, Curriculum, and Instruction Meetings

ACI Board Committee meetings where items related to the strategic plan were on the agenda

Meetings Involving Faculty

Objective Team or Goal Team meetings where faculty were present and working with administration

BOE Public Presentations

Board meetings, such as tonight, where presentations were made on either a specific objective, goal, or overall progress

BOE Chairs Meetings with ECRA

Meetings where BOE committee chairs were invited to meet with our consultant from ECRA

Meeting Frequency



| Type of Meeting | Number of Meetings from 3/17 - present |
|---|--|
| Goal Team Meetings | 17 |
| Objective Team Meetings | 125 |
| Administrative Meetings (I/S, ALT, etc.) | 12 |
| Assessment, Curriculum, and Instruction (ACI) | 11 |
| Meetings Involving Faculty | 81 |
| BOE Public Presentations | 8 |
| BOE Chairs Meeting with ECRA | 3 |

Total of at least 175 meetings of which teachers were present at 81
This represents an average of about 12 meetings per month focused on the Strategic Plan

Timeline



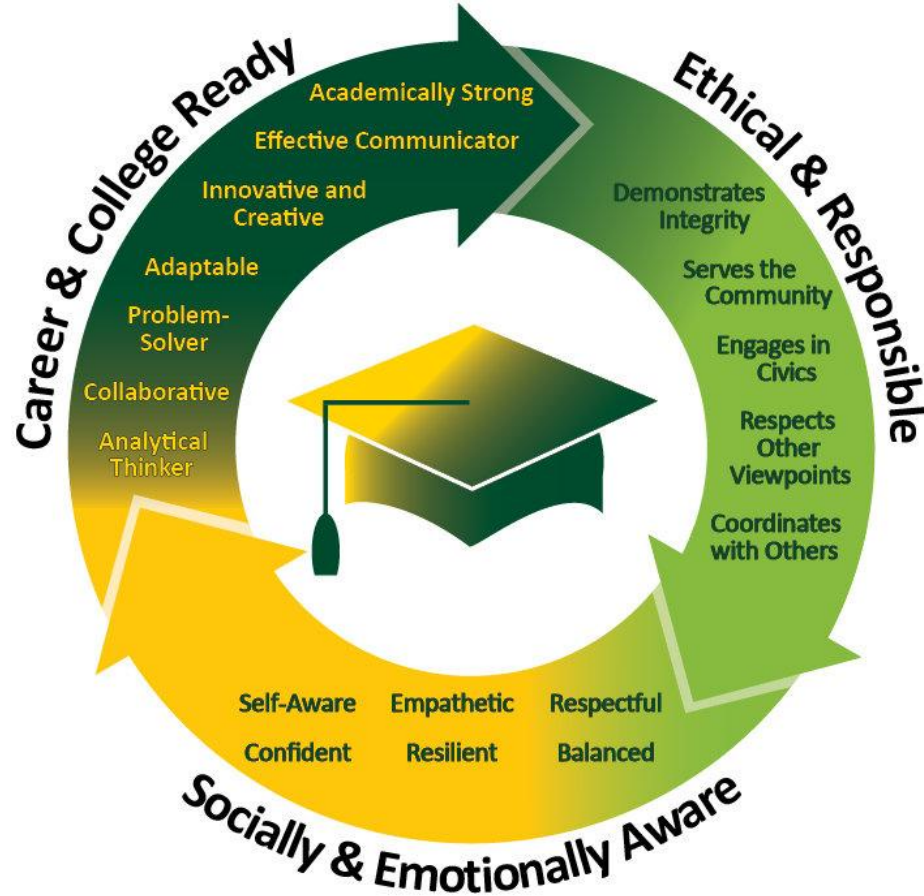
- February 2017 Board adopted strategic plan
- February 2017 Goal teams were formed to begin the development of action plans for the 2017-2022 timeframe. Action plans were completed August 2017
- Goal teams meet regularly to advance the 2017-2022 strategic plan

Stakeholders

- Students
- Faculty and Staff
- Parents
- Community members
- Administrators
- Board members



Portrait of a Graduate



Mission



To empower every student to succeed in a diverse, dynamic, global society by providing quality educational experiences in a caring environment.

Vision



To be a premier school district in developing confident, compassionate, engaged learners.

Strategic Goals



- Maximize the social-emotional and academic growth of every student.
- Ensure a learning environment that promotes excellence.
- Strengthen stakeholder relationships to support and enhance student learning.
- Optimize operational and financial resources to enhance student experience.



Goal 1

Student Success

Maximize the social-emotional and academic growth of every student

Members - Team 1



Leader: Mary McLoughlin

| | |
|---------------------------|------------------------------|
| Mark Accardi (UMS) | Brenda Huneryager (LMS) |
| Staci Anderson (UMS) | Georgianna Kichura (LMS) |
| Kevin Armstrong (LMS) | Stephanie Lachenauer (UMS) |
| Fiona Borland (District) | Susan Lacy (VES) |
| Lynn Carro (VES) | Megan Mastil (MHS) |
| Cory Delgado (UMS) | Amy Monaco (OHES/VES) |
| Brittany Discepola (OHES) | Stephanie Shaffer Obe (OHES) |
| Karen Dudley (OHES) | Alison Pankowski (OHES) |

Members - Team 1



Leader: *Mary McLoughlin*

| | |
|--------------------------|---------------------------|
| Lauren Fornal (VES) | Damian Pappa (District) |
| Corie Gaylord (District) | Joe Riccardi (MHS) |
| Mike Girvan (MHS) | Max Rodriguez (VES) |
| Naoma Green (MHS) | Jen Rogers (OHES) |
| Melissa Gustich (LMS) | Allison Doyle Smith (UMS) |
| Carla Hampton (MHS) | Eric Sletteland (OHES) |
| Erin Harsell (LMS) | Joanne Tonkin (MHS) |
| Melissa Hodgson (MHS) | Alma Reyes (District) |

Objective: 1.1 Differentiate instructional strategies to support each student's unique learning needs, interests, and aptitudes



- What has been accomplished?
 - Developed survey questions focused on differentiation practices currently implemented throughout district
 - Developed survey questions focused on enhancing current differentiation strategies
- How do we know?
 - Electronic survey administered Spring 2018 to K-12 teachers
- What adjustments have been made to original approach?
 - Team configuration altered; more specificity in action items
- What percentage of actions for the year is completed?
 - 100%

Objective: 1.2 Enhance Student Services & 1.7 Branch out guidance into two sections: one for college experience and one for student services



- What has been accomplished?
 - Focused on transitions of greatest concern (8-9 and college)
 - Created context map of transition experiences
 - Initiated 9th grade mentoring program
 - Initiated Montgomery 360 at MHS
 - Rearranged course selection/8th grade visit to MHS
 - Established Peer Helper program at UMS
 - Revised Freshmen Guidebook
 - Improved supports to parents
 - Established alumni Linked-In group
 - Surveyed local public high schools and college admissions reps (1.7)
 - Researched local non-public schools (1.7)

Objective: 1.2 Enhance Student Services & 1.7 Branch out guidance into two sections: one for college experience and one for student services (continued)



- How do we know?
 - All feedback from parents, students and staff has been positive (100%)
 - Program adjustments have been put in place
- What adjustments have been made to original approach?
 - Partnered with 1.3 & 2.1 on SEL competencies framework
- What percentage of actions for the year is completed?
 - 100%



Objective: 1.3 Ensure students' social-emotional needs are being addressed

- What has been accomplished?
 - Conducted MTSD SEL program inventory
 - Conducted research on best practice
 - Aligned NJ SEL Competencies with Portrait of a Graduate
 - Initiated process of developing K-12 SEL Framework
 - Began accreditation process to become District of Character

- How do we know?
 - Program Inventory Document
 - Site visits to Schools of Character
 - Learning Outcomes Document
 - Acknowledgement from Character.org - 2 practices



Objective: 1.3 Ensure students' social-emotional needs are being addressed (continued)

- What adjustments have been made to original approach?
 - None

- What percentage of actions for the year is completed?
 - 100%

Objective: 2.3 Provide relevant, targeted professional development for all staff



- What has been accomplished?
 - Conducted an audit of professional development topics covered since 2012
 - Investigated additional features of the district's current tool (GoSignMeUp) for in-house professional development in order to develop a user guide for PD facilitators
 - Developed a protocol for utilizing the district registration software for both district PD days and Flex PD opportunities
 - Collaborated with MTEA on updating flex pd procedures, including instituting a new, streamlined Flex PD approval process
 - Calibrated Flex PD options among Supervisors/VPs to ensure consistency in Flex PD approval process



Objective: 2.3 Provide relevant, targeted professional development for all staff (continued)

- How do we know?
 - Completed documentation for all accomplished tasks

- What adjustments have been made to original approach?
 - None

- What percentage of actions for the year is completed?
 - 100%



Objective: 2.5 Ensure special education services provide a continuum of supports and interventions that meet each learner's needs.

- What has been accomplished?
 - Initiated analysis of program placement options, resources and supports for current students with disabilities, Preschool - Grade 12
 - Developed and administered a survey to special education teachers, related services providers and child study team members
 - Obtained special education staff input regarding program placement options and availability of resources and supports to address the needs of the students with disabilities



Objective: 2.5 Ensure special education services provide a continuum of supports and interventions that meet each learner's needs. (continued)

- How do we know?
 - Survey, Student Placement Report, Special Education Resources Report

- What adjustments have been made to original approach?
 - Modification to the survey instrument to facilitate ease in responding and to yield more specific responses for initial analysis.

- What percentage of actions for the year is completed?
 - 100% as of May 22, 2018

Objective: 2.6 Address areas for improvement in English Language Learners (ELLs) program



- What has been accomplished?
 - Completed Sheltered Instruction (SIOP) training of 70+ teachers
 - Provided PD on English Language Learners (ELLs) and Disabilities to counselors, academic support and CST staff
 - Provided small-group PD to teachers at UMS / LMS
 - Collected survey and anecdotal data to improve future SIOP training
 - Provided cultural and language awareness mini-lessons to SIOP participants
 - Created and continue to build mainstream teacher resources in shared Google drive
 - Provided SIOP strategies and activities PD book for SIOP participants

Objective: 2.6 Address areas for improvement in English Language Learners (ELLs) program (continued)



- What has been accomplished? (Continued)
 - Developed list of program needs based on state mandates and identified needs; Curtailed list to highest priority items
 - Designed and implemented ELA-standards-aligned ELL grades 9 -12 curriculum
 - Conducted three (3) parent advisory meetings
 - Communicated Seal of Biliteracy procedure out to community
 - Developed and translated ESL-class progress report
 - Began collection and translation of district documents including district report cards, and OHES/VES Handbook into 3 priority languages
 - Objective team and ELL teachers attended ELL Summit hosted by NJPSA

Objective: 2.6 Address areas for improvement in English Language Learners (ELLs) program (continued)



- How do we know?
 - Professional Development Agendas, Sign-in sheets, [Surveys](#), [Shared Google folder](#), PD book and other teacher resources
 - Objective Team Action Plan and meeting document
 - BOE-approved Grades 9-12 ELL Curriculum in Rubicon ([Beginner](#), [Intermediate/Adv 1-2](#), [Intermediate/ Adv 3-4](#))
 - Parent Advisory Sign-in Sheets, articles and photographs published in MTSD E-news and website ([Article 1](#); [article 2](#); [photographs 5/15](#))
 - Seal of Biliteracy Article and information published in MTSD E-news, website, and MHS Program of Studies
 - ([Website](#), [Article](#), MHS POS p. 51)
 - Translated documents
 - ELL Summit attendance Professional Development certificates

Objective: 2.6 Address areas for improvement in English Language Learners (ELLs) program (continued)



- What adjustments have been made to original approach?
 - Modification to SIOP training with emphasis on smaller, more content-specific groups, and increased focus on teacher production of concrete instructional resources and models
 - Addition of a social component to the ELL Parent Advisory Meetings to include an end-of-year Potluck Social gathering for families
 - Additional team member focus on access to local and national professional resources and organizations
- What percentage of actions for the year is completed?
 - 100%



Objective: 4.2 Evaluate the impact of programs and expenditures on student learning

- What has been accomplished?
 - Examined and compared academic growth and proficiency of Wilson Reading Program with comparative groups of students
 - Analyzed performance of students in one comparative group with students having less than three years of Wilson instruction prior to the 2017-2018 school year
 - Developed objective team questions for certified Wilson Teachers' focus groups
 - Conducted focus groups with certified Wilson Teachers.
 - Examined feedback from certified Wilson Teachers' focus groups.
 - Determined most effective approach to eliciting student feedback.



Objective: 4.2 Evaluate the impact of programs and expenditures on student learning (continued)

- How do we know?
 - March 13, 2018 Board of Education Presentation data
 - Certified Wilson Teachers' feedback from 4/20/18 and 4/30/18 focus groups
- What adjustments have been made to original approach?
 - Decision to conduct multiple focus groups at elementary and middle school level
- What percentage of actions for the year is completed?
 - 100%



Goal 2

School and Work Environment

Ensure a learning environment that promotes
excellence

Members - Team 2



Leaders: Elizabeth Nastus & Paul Popadiuk

| | |
|--------------------------|-----------------------|
| Craig Buszka (MHS) | Betsy Randolph (UMS) |
| Lia Camuto (OHES/VES) | Jenn Rangnow (LMS) |
| Diamond Dabronzo (OHES) | Jen Riddell (MHS) |
| Kelly Ferrante (UMS) | Lisa Romano (LMS/UMS) |
| Joanne Giambertone (VES) | Elise Ryan (LMS) |
| Jessica Glover (OHES) | Kathie Scotti (OHES) |

Members - Team 2



Leaders: Elizabeth Nastus & Paul Popadiuk

| | |
|--------------------------------|----------------------------|
| Christopher Herte (LMS/UMS) | Kathy Sinclair (OHES) |
| Temmy Kim (MHS) | Jason Sullivan (MHS) |
| Jaime Maccarone (VES) | Susan Teza (MHS) |
| Steven Miller (MHS) | Linda Truscinski (VES) |
| Heather Pino (MHS) | Adam Warshafsky (District) |
| | |

Objective: 1.4 Increase teacher-parent communication about student's educational progress



- What has been accomplished?
 - Implemented Revised K-4 Standards-Based Report Card and Parent-Teacher Conference Form
 - Communicated established 5-12 grading timeline expectations to students and parent
- How do we know?
 - Effective implementation of conference forms for November and April parent-teacher conferences at OHES and VES
 - Effective implementation of report cards at OHES and VES available to parents on Feb. 2 and June 21, 2018

Objective: 1.4 Increase teacher-parent communication about student's educational progress (continued)



- How do we know? (continued)
 - Grading timeline expectations posted on school websites
 - Grading expectations included in 5-12 student 2018-2019 handbooks
 - Grading expectations shared with parents through multiple venues
 - Grading expectations included in teacher gradebooks
 - Grading expectations emphasized at building cabinet meetings
- What adjustments have been made to original approach?
 - None
- What percentage of actions for the year is completed?
 - 100 %



Objective: 1.5 Expand High School Programs and Pathways

- What has been accomplished?
 - Increased discussion and review of alternative pathways at Cabinet Level meetings
 - Review and analysis of initial Hanover research study findings
 - Development of alternative grade 9 science pathway through introduction of Integrated Physical, Earth, and Life Science (IPELS) course for 2018-2019 school year
 - Analysis of course request tallies

Objective: 1.5 Expand High School Programs and Pathways (continued)



- How do we know?
 - Documentation from Hanover
 - Program of studies and course request tallies
- What adjustments have been made to original approach?
 - None
- What percentage of actions for the year is completed?
 - 100%



Objective: 2.1 Ensure the curriculum and assessment system across grade and building levels support the Portrait of a Graduate

- What has been accomplished?
 - Defined all sub-competencies comprising the Portrait of a Graduate
- How do we know?
 - Created document to be shared with district stakeholders.
- What adjustments have been made to original approach?
 - None
- What percentage of actions for the year is completed?
 - 100%

Objective: 2.2 Examine the Science Program



- What has been accomplished?
 - Introduced Transitional Introductory Unit in Physics
 - Increased articulation between UMS and MHS Science teachers
 - Turnkeyed modeling and whiteboarding between MHS Science teachers and teachers at LMS and UMS
 - Analyzed historical achievement data from 8th grade to Physics
 - Developed new district-wide professional development for science program (KT3 MTSD)
 - Introduced supervisor walk-throughs K-12 in Science & Math
 - Reviewed and confirmed math skills necessary for success in Physics First
 - Implemented and posted Common Grading Protocols for grades 5-12
 - Posted Science Resources for Parents on district and school sites



Objective: 2.2 Examine the Science Program (continued)

- How do we know?
 - Curricular revisions, lesson plans
 - Physics First end of first marking period and mid-year survey data
 - Teacher observation and walkthrough data
 - Implementation of Summer Soar Program
- What adjustments have been made to original approach?
 - None.

Objective: 2.2 Examine the Science Program (continued)



- What percentage of actions for the year is completed?
 - 100% completion of initial focus groups; spring 2018 focus groups on track for completion.
 - 100% completion of communication to students and parents as recorded in progress report.
 - 100% completion of utilization of teacher-learning teams as related to professional development and the consistency of the student learning experience.
 - 100% completion of the examination of the recommendation process, inclusive of student math and science achievement data
 - 100% completion of the transitional unit for freshman physics, including creation, implementation and review of unit

Objective: 3.3 Develop strategies for ongoing staff involvement in the decision-making process, as well as with planning and implementation of new initiatives



- What has been accomplished?
 - Established District Leadership team with focus on district-wide initiatives, i.e., homework
 - Established School Leadership teams in each building to problem-solve and further school and district goals
 - Scheduled meeting for May 25, 2018 for teachers to participate in decision making continuum and evaluate rollout protocols
- How do we know?
 - Meeting agendas for all DLT and SLT meetings.
 - District making continuum and protocol rollout for fall 2018



Objective: 3.3 Develop strategies for ongoing staff involvement in the decision-making process, as well as with planning and implementation of new initiatives (continued)

- What adjustments have been made to original approach?
 - None

- What percentage of actions for the year is completed?
 - 100% by June 30, 2018



Goal 3

Communication and Partnerships

Strengthen stakeholder relationships to support and enhance student learning

Members - Team 3



Leader: Kelly Mattis

| | |
|-------------------------|-----------------------|
| Jeff Brooks (MHS) | Scott Pachuta (MHS) |
| Carolyn Comollo (OHES) | Jim Pendleton (MHS) |
| Kim Dewrell (UMS) | Chris Penna (MHS) |
| Terry Foltiny (OHES) | Mike Richards (LMS) |
| Jen Furman (VES) | Karen Stalowski (MHS) |
| Regina Dunich (LMS/UMS) | Kim Vanatta (VES) |
| Jamie Meeker (MHS) | Annie Yip (LMS) |
| Shelley Moore (UMS) | |

Objective: 2.4 Recruit and retain high quality educators



- What has been accomplished?
 - Polled 20 districts regarding their recruitment and selection protocols;
 - Identified components for cohort program, outlined a proposed budget for the program, and investigated possible funding sources
 - Developed, administered, and examined the results of a questionnaire for local universities regarding expectations for student teachers
- How do we know?
 - Documentation of feedback from districts pertaining to recruitment and selection process; enhancements made to the MTSD electronic employment application
 - Planned funding for a Cohort program for pre-tenured staff in the district's 18-19 school year via Title II grant proposal
 - Survey results will be compared with existing program data for student teachers

Objective: 2.4 Recruit and retain high quality educators (continued)



- What adjustments have been made to original approach?
 - None
- What percentage of outcomes is completed for the year?
 - 100% (Action 2, “Enhance onboarding protocols and support systems provided to pre-tenured staff” is ahead of schedule)

Objective: 3.1 Build partnerships between schools, families, and community to enhance student-learning opportunities



- What has been accomplished?
 - Created outline of local school practices and alignment with higher education
 - Drafted a website design to host learning opportunities for students through community business partnerships

- How do we know?
 - Meeting with Somerset County Vice Principals on May 25th will provide direction
 - Communication with volunteers to create baseline initiatives for community professionals in collaboration with MTEF



Objective: 3.1 Build partnerships between schools, families, and community to enhance student-learning opportunities (continued)

- What adjustments have been made to original approach?
 - None

- What percentage of actions for the year is completed?
 - 100% completed by June 2018

Objective: 3.2 Improved communication with all stakeholders



- What has been accomplished?
 - Attended five school leadership team meetings to collect data about modes of effective communication among stakeholders
 - Analyzed Blackboard Connect use and users
 - Successfully made texting available through Blackboard Connect
 - Began website redesign process
 - Investigated “Speak Up Research Project for Digital Learning”
- How do we know?
 - Evaluation of current communication among parents, teachers, and students to inform effective changes
 - Snapshot usage of Blackboard connect by all five schools
 - Multiple meetings regarding website redesign

Objective: 3.2 Improved communication with all stakeholders (continued)



- What adjustments have been made to original approach?
 - Objective 3.2 team analyzed and honed in on focus of objective 3.2 based upon original survey feedback
- What percentage of actions for the year is completed?
 - 100%. Collection of data in progress. The goal for 2018-2019 includes creation of a district wide transition committee.



Goal 4

Resources and Operations

Optimize operational and financial resources to enhance student experience

Members - Team 4



Leader: Annette Wells

| | |
|------------------------------|----------------------------|
| Cory Delgado (UMS) | Scott Pachuta (MHS) |
| Kim Dewrell (UMS) | Mike Richards (LMS) |
| Robyn Friedlander (District) | Pam Schrum (OHES) |
| Corie Gaylord (District) | Kathie Scotti (OHES) |
| Dave Klein (District) | Tom Wain (MTPD) |
| Susan Lacy (VES) | Mary McLoughlin (District) |
| Kathy Logothetis (MHS) | Chartwells |
| Jaime Velez (District) | |

* Includes District Safety Team Members

** Each school has a safety team

Objective: 4.1 Provide a safe and healthy school environment



- What has been accomplished?
 - Ordered new radio equipment for buses
 - Created a new bus driver training manual
 - Initiated third party district security audit
 - Increased frequency of district safety committee meetings
 - Increased emphasis on safety projects in 2018-19 Budget
 - Reviewed safety plans

Objective: 4.1 Provide a safe and healthy school environment (continued)



- How do we know?
 - Signed purchase order for new radio equipment
 - Training of a new driver with a new driver training manual
 - Pending results of audit from third party security vendor
 - Minutes of district safety committee meetings
 - 2018-19 approved budget

Objective: 4.1 Provide a safe and healthy school environment (continued)



- What adjustments have been made to original approach?
 - The district safety team became more involved as members of the Goal 4 team
 - Additional action added to include training for new bus drivers
- What percentage of actions for the year is completed?
 - 100%



Objective: 4.3 Maintain balanced and sustainable short and long-term budgets

- What has been accomplished?
 - Meetings held with district sustainability team
 - Approved Sustainable NJ Grant
 - Approved Safety Grant
 - LED Light Fixtures installed at various schools
 - Budgeted LED Lights at MHS Parking Lot
 - Development of a 3-5 Year Financial Plan
 - Preliminary list of Long Range projects identified for each school

Objective: 4.3 Maintain balanced and sustainable short and long-term budgets



- How do we know?
 - Receipt of funding from Sustainable NJ
 - Safety Grant approval
 - Replacement of light fixtures
 - 3-5 Year Financial Plan
 - List of identified projects

Objective: 4.3 Maintain balanced and sustainable short and long-term budgets (continued)



- What adjustments have been made to original approach?
 - No adjustments necessary
- What percentage of actions for the year is completed?
 - 100% of actions identified for the 2017-18 school year have been completed

Objective: 4.4 Ensure facilities are efficiently maintained and operated



- What has been accomplished?
 - Custodial staff trained in proper cleaning
 - Custodial manuals developed and distributed
 - Capital projects included in the 2018-19 Budget
 - Consultation with head custodian and building principals scheduled on routine maintenance items
 - Maintenance/Grounds staff record logs completed on schedule

Objective: 4.4 Ensure facilities are efficiently maintained and operated (continued)



- How do we know?
 - Training sign-in sheets
 - Head custodian check sheets
 - Approved 2018-19 Budget
 - Maintenance staff work record
- What adjustments have been made to original approach?
 - None
- What percentage of actions for the year is completed?
 - 90% of actions identified for the 2017-18 school year have been completed. Five 5 year maintenance plan target date for completion June 2018.

Strategic Planning



Thank you!