

Strategic Planning



Montgomery Township School District
August 15, 2017



College and Career Ready Scholar
Ethical and Responsible Citizen
Creative Thinker
Socially Aware Individual

College and Career Ready Scholar	<ul style="list-style-type: none">• College and career readiness• Strong academics• Good communication skills	
Ethical and Responsible Citizen	<ul style="list-style-type: none">• Community service and civic engagement• Ability to work collaboratively and respect different viewpoints	
Creative Thinker	<ul style="list-style-type: none">• Innovativeness• Analytical, critical thinking, and problem solving skills	
Socially Aware Individual	<ul style="list-style-type: none">• Good social and emotional skills• Self-awareness• Confidence and compassion• Resiliency	

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.



Guiding Principles



We believe:

- Every student can learn and grow academically and social-emotionally.
- Each student is entitled to an excellent education that meets his or her individual needs.
- In upholding high academic standards for every student.
- Hiring, developing, and retaining outstanding staff is essential to student success.
- Decisions should be made in the best interest of students, using evidence and research-based best practices.
- Effective, transparent communication is essential for the District's success.
- Our diversity is a strength that creates resilient, socially aware, global citizens.
- Collaboration with all stakeholders enriches teaching and learning.
- Sound financial stewardship strengthens our organization and community.
- Accountability is essential to ensure excellence.

Goals

Goal 1:
Student Success

Maximize the social-emotional and academic growth of every student.

Goal 2:
School and Work Environment

Ensure a learning environment that promotes excellence.

Goal 3:
Collaboration and Communication

Strengthen stakeholder relationships to support and enhance student learning.

Goal 4:
Resources and Operations

Optimize operational and financial resources to enhance student experience.

Exemplar

Actions:

Action items



Key Outcomes:


What's that going to look like?

What do we ultimately want to happen based on the things you're doing?



Priority Review

- All objectives have at least one (1) action item beginning in 17-18 school year
- High Focus Items:
 - Objective 2.1 (Align Curriculum and Assessments to Support Portrait of a Graduate)
 - Objective 2.2 (Examine the Science Program)



Objective 2.1: Align the curriculum and ensure a balanced assessment system across grade and building levels to support the portrait of a graduate

Actions:

- Align curriculum and assessments with the portrait of a graduate **(17-18)**
- Conduct professional development around the portrait of a graduate **(18-19)**

Leader: Nancy Gartenberg, Superintendent

Key Outcomes:

- Infusing characteristics of the portrait of a graduate into curriculum and assessment practices

Objective 2.2: Examine the science program

Actions:

- Conduct interviews/focus groups of school community members **(17-18)**
- Communicate relationship of new standards to learning experiences **(17-18)**
- Provide teacher professional development: Instructional practices, modeling, assessment development, and alignment **(17-18)**
- Identify markers for success to inform student placement in science **(17-18)**
- Develop transitional experience for 8th/9th graders **(17-18)**

Leader: Paul Popadiuk, Principal
Heather Pino, VP

Key Outcomes:

- Improved perception of 7-12 science program
- Continued academic success
- Strengthened instructional delivery
- Consistent student experiences



Goal 1

Student Success

Maximize the social-emotional and academic growth of every student

Members - Team 1

Mark Accardi (UMS)

Staci Anderson (UMS)

Kevin Armstrong (LMS)

Fiona Borland (District)

Lynn Carro (VES)

Cory Delgado (UMS)

Brittany Discepola (OHES)

Karen Dudley (OHES)

Brenda Huneryager (OHES)

Georgianna Kichura (LMS)

Stephanie Lachenauer (UMS)

Susan Lacy (VES)

Megan Mastil (MHS)

Amy Monaco (OHES/VES)

Stephanie Shaffer Obe (OHES)

Alison Pankowski (OHES)

- Leader: Mary McLoughlin, Director of Pupil Services

Members - Team 1

Lauren Fornal (VES)

Corie Gaylord (District)

Mike Girvan (MHS)

Naoma Green (MHS)

Melissa Gustich (LMS)

Carla Hampton (MHS)

Erin Harsell (LMS)

Melissa Hodgson (MHS)

Damian Pappa (District)

Joe Riccardi (MHS)

Max Rodriguez (VES)

Jen Rogers (OHES)


Allison Doyle Smith (UMS)

Eric Sletteland (OHES)

Joanne Tonkin (MHS)

Alma Reyes (District)

- Leader: *Mary McLoughlin, Director of Pupil Services*



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

Actions:

- Initiate K-12 differentiation articulation through peer classroom observations **(18-19)**

Leader: Amy Monaco, Supervisor

Key Outcomes:

- Teachers will have the skills to meet the needs of all learners in their classrooms

Objective 1.2: Enhance Student Services

Actions:

- Identify the greatest student needs at various transitional junctures and enhance student supports (17-18)
- Improve resources and support for college and career planning (17-18)
- Develop system for tracking students in accessing after-school help and outside tutoring (17-18)

Leader: Corie Gaylord, Director

Key Outcomes:

- Students will successfully transition at each grade level
- Students will have access to academic resources when needed
- Higher parent and student satisfaction with student services



Objective 1.7: Branch out guidance into two sections: one for college experience and one for student services

Actions:

- Explore the options of separating college counseling from school counseling **(17-18)**

Leader: Corie Gaylord, Director

Key Outcomes:

- Determining the feasibility of separating college counseling from school counseling and if it would be beneficial for our students



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

Actions:

- Ensure social and emotional learning programs are in place at every grade level **(17-18)**
- Establish developmentally appropriate social and emotional learning framework PK-12 **(19-20)**

Leader: Cory Delgado, Principal

Key Outcomes:

- Students will feel valued, safe, and able to demonstrate social and emotional skills including:
 - Self-management
 - Self-awareness
 - Responsible decision making
 - Relationship skills
 - Social awareness



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


Actions:

- Conduct a PD Audit of the last 4 years (17-18)
- Develop a comprehensive PD management protocol (17-18)
- Develop innovative ways to deliver professional development (17-18)

Leader: Fiona Borland, Director

Key Outcomes:

- Cohesive, progressive professional development
- Increased staff engagement and satisfaction
- Greater teacher confidence and capabilities



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

Actions:

- Evaluate current placements, programs, interventions and supports **(17-18)**
- Address identified needs **(18-19)**

Leader: Joanne Tonkin, Supervisor

Key Outcomes:

- Positive post-school outcomes for every student
- Consistent and continuous progression of programs and services across grade levels
- A reduction in the achievement gap

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


Actions:

- Facilitate training and provide resources for staff and administrators in appropriate instruction and cultural competency **(17-18)**
- Improve early intervention protocols and instructional practices **(18-19)**
- Enhance support services for ELLs, multilingual learners, related to at-risk populations and their families **(17-18)**

Leader: Alma Reyes, Supervisor

Key Outcomes:

- Improved academic, social and emotional and culturally supportive experience for ELL students and families



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

Actions:

- Evaluate 1-2 program(s) annually as they relate to student personal or academic growth **(17-18)**

Leader: Damian Pappa, Director

Key Outcomes:

- Ensure that each budgeted program is delivering on its intended outcome



Goal 2

School and Work Environment

Ensure a learning environment that promotes excellence



Members - Team 2

Craig Buszka (MHS)

Lia Camuto (OHES/VES)

Diamond Dabronzo (OHES)

Kelly Ferrante (UMS)

Joanne Giambertone (VES)

Jessica Glover (OHES)

Betsy Randolph (UMS)

Jenn Rangnow (LMS)

Jen Riddell (MHS)

Lisa Romano (LMS/UMS)

Elise Ryan (LMS)

Kathie Scotti (OHES)

- Leader: Nancy Gartenberg, Superintendent



Members - Team 2

Chris Herte (LMS/UMS)

Temmy Kim (MHS)

Jaime Maccarone (VES)

Steven Miller (MHS)

Heather Pino (MHS)

Paul Popadiuk (MHS)

Kathy Sinclair (OHES)


Jason Sullivan (MHS)

Susan Teza (MHS)

Linda Truscinski (VES)

Adam Warshafsky (District)

- Leader: Nancy Gartenberg, Superintendent



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

Actions:

- Implement the Revised K-4 Standards-Based Report Card and Parent-Teacher Conference Form **(17-18)**
- Communicate established 5-12 grading timeline expectations to students and parents **(17-18)**

Leader: Kathie Scotti, Principal

Key Outcomes:

- Parent understanding of student progress
- Productive parent/teacher conferences resulting in collaborative relationships surrounding student growth
- Timely delivery of student progress

Objective 1.5: Expand High School Programs and Pathways


Actions:

- Analyze program and course offerings from a diverse sampling of high schools (17-18)
- Conduct feasibility study of potential courses or pathways for students (18-19)

Leader: Paul Popadiuk, Principal

Key Outcomes:

- The addition of new courses or pathways based on results of the feasibility study
- Program offerings aligned to high demand college and career tracks



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

Actions:

- Identify and adopt a decision making framework **(17-18)**
- Create a rollout protocol to be used with new initiatives, inclusive of the full cycle of evaluation **(17-18)**

Leader: Jaime Maccarone, Vice Principal

Key Outcomes:

- Increased employee participation in decisions
- Framework for decision making
- Collaborative working environment
- Improved implementation for initiatives



Goal 3

Communication and Partnerships

Strengthen stakeholder relationships to support
and enhance student learning

Members - Team 3

Jeff Brooks (MHS)

Carolyn Comollo (OHES)

Kim Dewrell (UMS)

Terry Foltiny (OHES)

Jen Furman (VES)

Regina Horre (LMS/UMS)

Tony Maselli (MHS)

Jamie Meeker (MHS)

Shelley Moore (UMS)

Scott Pachuta (MHS)

Jim Pendleton (MHS)

Mike Richards (LMS)

Karen Stalowski (MHS)

Kim Vanatta (VES)

Annie Yip (LMS)

- Leader: Kelly Mattis, Director of Human Resources

Objective 2.4: Recruit and retain high quality educators

Actions:

- Refine hiring protocols and district recruitment practices (17-18)
- Enhance the support and professional development provided to all staff (17-18)
- Reevaluate New Staff Academy (17-18)
- Examine revised state requirements for student teachers (17-18)

Leader: Karen Stalowski, Supervisor

Key Outcomes:

- Quality educators are recruited, supported, and developed
- New staff, including student teachers, are supported and enabled
- Improved onboarding and exiting procedures



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

Actions:

- Establish partnership with higher education and local businesses **(17-18)**
- Increase opportunities for community partnership **(17-18)**

Leader: Scott Pachuta, Vice Principal

Key Outcomes

- Students benefit from diverse learning opportunities
- Greater engagement between the district and local community



Objective 3.2: Improved communication with all stakeholders

Actions:

- Determine the most utilized, effective and preferred methods of communication (17-18)
- Enhance communication for families transitioning between grades and schools (18-19)

Leader: Mike Richards, Principal

Key Outcomes:

- Timely and relevant information is targeted to intended audiences
- Multi-faceted communication approaches are implemented
- Increase satisfaction with communication on stakeholder survey



Goal 4

Resources and Operations

Optimize operational and financial resources to enhance student experience



Members - Team 4

Cory Delgado (UMS)

Kim Dewrell (UMS)

Robyn Friedlander (District)

Corie Gaylord (District)

Dave Klein (District)

Susan Lacy (VES)

Scott Pachuta (HS)

Mike Richards (LMS)

Pam Schrum (OHES)

Kathie Scotti (OHES)

Tom Wain (MTPD)

- Leader: Annette Wells, Business Administrator



Objective 4.1: Provide a safe and healthy school environment

Actions:

- Enhance bus safety and security **(17-18)**
- Enhancement of the Crisis Management Plan **(17-18)**
- Evaluation of external school safety practices **(17-18)**

Leader: Robyn Friedlander, Supervisor

Key Outcomes:

- Increased student and parent awareness of transportation expectations
- Students and staff involvement in off-site drill experience
- Improved exterior school environment



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

Actions:

- Evaluate alternative energy sources **(18-19)**
- Retrofit facilities with LED light fixtures **(17-18)**
- Seek new revenue sources **(17-18)**
- Develop 5-year plans for major expense categories **(17-18)**

Leader: Robbin Boehmer, Asst. BA

Key Outcomes:

- Reduction of energy use
- Reduction of energy costs
- Additional revenue received
- More accurate 5-year financial plan



Objective 4.4: Ensure facilities are efficiently maintained and operated

Actions:

- Implement 5-year maintenance plan (17-18)
- Provide training for custodial staff (17-18)
- Include capital plan in annual budget (17-18)

Leader: Dave Klein, Director of Facilities

Key Outcomes:

- Completion of maintenance projects
- Upgrade/replacement of major building systems

Strategic Planning



Montgomery Township School District
August 15, 2017