

3D Strategic Plan

2014 - 2019

Strategic Plan

Prepared for the

**Stillwater Township School District
Stillwater, New Jersey**

Facilitated by: NJSBA Field Services Department

**Al Annunziata, Field Service Representative
Charlene Peterson, Field Service Representative
Robynn Meehan, Field Service Representative**



New Jersey School Boards Association
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3D Strategic Plan

2014-2019

Stillwater Township School District

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Moira Douglas

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Ms. René Solar, Business Administrator

New Jersey School Boards Association

Al Annunziata, Field Service Representative
Charlene Peterson, Field Service Representative
Robynn Meehan, Field Service Representative



3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

At a meeting of the Board on April 14, 2014, New Jersey School Boards Association made a presentation to the Board on the 3D Strategic Planning Services available through the Association.

The information included a review of the following information and requirements:

- commitment of time and resources
- school and community level involvement
- strategic planning to meet the needs of the district
- the Board's role in the process
- potential participants to be included in the process

On August 25, 2014, the Board contracted with NJSBA for these services. After which the Board set the Strategic Planning process to begin in the fall of 2014.

B. 3 D Strategic Plan Meetings

On October 7, 2014, November 20, 2014, February 4, 2015, Al Annunziata, Robynn Meehan and Charlene Peterson, Field Service Representatives, facilitated 3 Strategic Planning meetings. Outcomes of these meetings include:

1. Strengths and Challenges/Opportunities,
2. The vision of the future for your district,
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all 3 of the Strategic Planning Meetings are included in this notebook.

C. Developing the Action Plans

The Superintendent and Administrative Team will develop action plans to implement the 3D Strategic Plan. The action plans will include:

1. The actions necessary needed to accomplish the goals and objective
2. Select measures for accountability
3. Resources required
4. A timeline for implementation



D. Next Steps- The board will develop the strategic plan and the administration will develop action plans to implement each of the identified goals. The plan should be placed on your website for your staff and community members. A copy of the plan should be on your board table to provide a framework for your decision-making.



MISSION STATEMENT

"The Stillwater Township School, a high-achieving, rural school of excellence, works in partnership with students, parents, staff and a caring community to provide every student a progressive and nurturing educational environment designed to maximize individual potential, instill self-esteem, promote citizenship and foster an appreciation for local history and a passion for life-long learning.

To achieve this end, the Stillwater Education Partners will:

1. Provide a challenging, dynamic educational program that meets the needs and talents of each individual student and enables them to achieve and exceed the New Jersey Core Curriculum Content Standards at each grade level;
2. Encourage the capacity to think critically, solve problems and work in a cooperative manner;
3. Provide opportunity for community input and advice;
4. Emphasize continuing staff and curriculum development; and
5. Utilize district resources in an efficient manner."



GOALS

The three goal areas that have emerged from the group work are:

- 1. Student Achievement** (including technology)
- 2. Climate and Culture** (including technology)
- 3. Communication and Community**
(including technology)



GOAL AREA # 1

Student Achievement

Goal Statement:

Provide students the tools necessary to achieve personal, academic and social growth while cultivating a love for learning, community and their environment.

Objectives:

1. Create a Stillwater School garden.
2. Broaden students' cultural awareness.
3. Encourage individuality while striving for academic success for all students.
4. Seek partnerships inside and outside the classroom to enhance student learning and development.



GOAL AREA # 2

Culture and Climate

Goal Statement:

Continue to develop and promote our secure environment to prepare our students for global awareness while encouraging growth through ecological and economical sustainability.

Objectives:

1. Promote our secure environment through curriculum, home and school connections and continue to build security awareness locally and globally.
2. Create environmental, ecological, economical plans for sustainability.
3. Foster global awareness through a creative curriculum which expands student learning from a local to global level as students grow.



GOAL AREA # 3

Communication and Community

Goal Statement:

Increase communication within our school, reaching local and global communities with the use of technology.

Objectives:

1. Increase communications within the school.
2. Improve school communication with the community.
3. Extend student involvement with the community (i.e. Veteran's Day).
4. Enhance the school partnership with Stillwater Township.
5. Expand school's global communications.



Appendix "A"

Superintendent's State of the District Report



Appendix “B”

Strengths and Challenges/Opportunities



1. Student Achievement:

Strengths:

- Student achievement
- Grade scores-standardized tests
- Curriculum
- Creativity
- Small class size (4)
- Technology
- Special education
- Math
- Preschool disability program
- Behavioral class program (4-6)
- Programs-summer school
- Summer programs (2)
- After school learning program
- Pre-school program
- Kindergarten-full tim3
- Start time
- Attendance

- Faculty
- Teachers/staff/administration-balance
- Dedicated caring staff/low turnover (2)
- Staff development programs

- Facility



Challenges/ Opportunities:

- Creativity restrictions
- Language arts scores
- State testing requirements
- Test scores
- Meeting demands of new testing (state)
- PARCC

- Time/professional development

- Technology-balance
- Maintaining technology

- Attendance-state aid, sickness, vacation
- Environmental classrooms (alternative classrooms)
- Time
- Career awareness
- Summer, preschool program
- Going green



2. Culture and Climate:

Strengths:

- Creativity
- Small class size (4)
- Faculty
- Dedicated caring staff/low turnover (2)
- Staff development programs
- Teachers/staff/administration-balance
- Attendance
- Start time

- Summer programs (3)

- Facility
- Community involvement-building use, supplies
- Technology
- Building
- Security (2)
- Security - Memorandum Of Agreement (MOA)

- Reputation (HIB)
- Incorporating community and Stillwater culture



Challenges/ Opportunities:

- Creativity restrictions
- Language arts scores
- Time/professional development
- Security
- Diversity
- Technology-balance
- Attendance-state aid, sickness, vacation
- Summer, preschool program
- Career awareness

- School bus routes and schedules
- Security-pick up and drop off confusion
- Building maintenance
- Behavior-bus

- Environmental classrooms (alternative classrooms)
- Going green

- Time

- Budget balance
- State mandates for pensions and healthcare
- Staff longevity can create budget restrictions
- Unfunded programs/bullying and testing

- Maintaining technology
- Social media and confidentiality



3. Communication and Community:

Strengths:

- Reputation (HIB)
- Community involvement-building use, supplies
- Incorporating community and Stillwater culture
- Security - Memorandum Of Agreement (MOA)
- Community support (2)
- Parent support/ meeting & activities/ Parent involvement
- Summer program

Challenges/ Opportunities:

- Communication (community) (2)
- Lack of involvement
- Parental involvement

- Technology-balance
- Maintaining technology

- Budget balance
- Financing/ratable (2)
- State mandates for pensions and healthcare
- Unfunded programs/bullying and testing
- Staff longevity can create budget restrictions



Appendix "C"

District Picture of Visioning Exercise



1. Student Achievement:

Vision:

- Better balance of free/nonacademic time
- Green school
- **R** - Resources from community
 - Cross country trail
 - Gardens
- Environmental classroom
 - Agriculture
 - Integrated classroom
 - Professional development
 - State & county resources for input
- Kitchen-culinary & nutritional programs
- Theme based for the entire year
- Student led and initiated
- **A** - Add creativity to curriculum
 - School play
 - Human chess game
 - School theme culminating event
- Learning centers
 - Problem solving

- Partnerships with local businesses
- Partnership with college or university

- More local control

- Citizenship
- Job fair -interviewing skills
- Increase physical activity
- Efficient learning
- Persistence/motivation



- Celebrate achievement
- **D** - Develop curiosity
 - Technology
 - Project based learning
 - Video portfolio (create)
- 1:1 initiative - I-pad
- Robot learning
- Flipping classroom/virtual classroom
- Online exchange student program
- **E** - Experiences to interact with different cultures
 - Pen pals/Skype
 - Open classes
- Global involvement
 - Sister school
 - Awareness
 - Skype

- **M** - Make time to talk, share, relieve stress
 - Circle time



2. Culture and Climate:

Vision:

- Partnership with college or university
- Environmental classroom
 - Agriculture
 - Integrated classroom
 - Professional development
 - State & county resources for input
- **R** - Resources from community
 - Cross country trail
 - Gardens
- Sustainability
- Green school
- Kitchen-culinary & nutritional programs

- **A** - Add creativity to curriculum
 - School play
 - Human chess game
 - School theme culminating event
- Theme based for the entire year
- Learning centers
 - Problem solving
- Citizenship
- Job fair -interviewing skills
- Increase physical activity
- Efficient learning
- Persistence/motivation
- Student led and initiated
- Charity - give back - created by individual to work for others

- 1:1 initiative - I-pad
- Flipping classroom/virtual classroom



- Online exchange student program
- **D** - Develop curiosity
 - Technology
 - Project based learning
 - Video portfolio (create)
- Global involvement
 - Sister school
 - Awareness
 - Skype
- **E** - Experiences to interact with different cultures
 - Pen pals/Skype
 - Open classes

- Celebrate achievement
- More local control
- **M** - Make time to talk, share, relieve stress
 - Circle time



3. Communication and Community:

Vision:

- Face to face communication
- **M** - Make time to talk, share, relieve stress
 - Circle time

- Partnerships with local businesses
- Partnership with college or university
- **R** - Resources from community
 - Cross country trail
 - Gardens
- Green school

- 1:1 initiative - I-pad
- Online exchange student program
- **D** - Develop curiosity
 - Technology
 - Project based learning
 - Video portfolio (create)
- **E** - Experiences to interact with different cultures
 - Pen pals/Skype
 - Open classes
- Global involvement
 - Sister school
 - Awareness
 - Skype

- Charity - give back - created by individual to work for others
- Job fair -interviewing skills
- Celebrate achievement



Appendix “D”

Action Plans



2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #1: Provide students the tools necessary to achieve personal, academic and social growth while cultivating a love for learning, community and their environment:

OBJECTIVE #1: Create a Stillwater School garden.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Plant starter kits in each classroom to transplant to a green house.	-School wide	-Kits -Grants	-Funding	TBD	-Successful plants -Student involvement in the process -Student learning
2. Green house project	-School wide -Community -Staff -Volunteers -Cafeteria Staff -BOE	-Other schools -Building materials -Contractor	-Funding	Ongoing	-Productive greenhouse on property
3. Utilize resources to extend learning	-All grade levels -Community	-Internet resources -Community resources	N/A	Ongoing from the start of project 2015-2020	-Student learning outcomes -Project assessment and completion
4					

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #1: Provide students the tools necessary to achieve personal, academic and social growth while cultivating a love for learning, community and their environment:

OBJECTIVE #2: Broaden students' cultural awareness

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Expand multi-cultural club	-Parents -Staff -Students K-6	-Social studies classes -Web resources -Library -Community	-Time -Club participation	Beginning 15-16 school year	-Culminating multi-cultural fair -Integrated multi-cultural lessons
2. Skyping with sister school	-World language teacher -Appropriate Spanish classes	-Technology	-Ability to find a sister school	Beginning 15-16 school year	-Implementation of program -Student/Staff feedback
3. Cultural celebrations	-Social Studies Teachers -World Language Teacher -Library	-Internet resources -Staff -Related lessons	N/A	Beginning 15-16 school year	-Cultural celebrations
4.					
5.					

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #1: Provide students the tools necessary to achieve personal, academic and social growth while cultivating a love for learning, community and their environment:

OBJECTIVE #3: Seek partnerships inside and outside the classroom to enhance student learning and development.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Centenary Hills House	- School Social Worker -Special Education Teacher	-Funding through B-Alive Grant -Transportation	-Scheduling	15-16 school year	-Participation in program
2. Re-establish partnership with Fairview Lake Camp	-Administration -Community -Participating grade levels -BOE	-Transportation -Funding	-Funding	Ongoing 2015-2020	-Participation in additional Fairview Lake Camp offerings
3. Service projects for the community	-Teachers -Administration -BOE	-Transportation -i.e. Manna House	-Scheduling -Time -Funding for transportation	Ongoing 2015-2020	-Completion of community service projects
4. Regional Pinwheel consortium initiatives	-Pinwheel Teacher -Administration -BOE	-Transportation	-Funding for transportation -Common planning time -Scheduling	Ongoing	-Participation and development of future consortium activities

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #2: Continue to develop and promote our secure environment to prepare our students for global awareness while encouraging growth through ecological and economic stability.

OBJECTIVE #1: Promote our secure environment through curriculum, home and school connections and continue to build security awareness locally and globally.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. NJ Child Assault Prevention Project	Staff Parents Community	NJCAP 30% of cost of implementation	Funding Community Participation	Spring 2016	1.5 hour teacher in-service 1.5 hour parent workshop Raised student awareness of how to stay safe from abuse
2. Electronic and Internet Safety Activities and Lessons	Health Teachers Technology Teacher Students	Technology Staff time for creation of lessons	Integration into current curriculum	2015-2016	Increased student awareness of internet safety Increased staff and administration awareness of social media trends amongst students
3. Continue to participate in the LEAD program (Law Enforcement Against Drugs); formerly D.A.R.E.	Fifth grade staff and students Sussex County Sherriff's Office	Partnership with SCSO Student and staff time	Integration of the new program Time for lessons during social studies classes	2015-2019	Increased student awareness of the effects of drugs and alcohol Student knowledge of positive peer relationships
4. Continue fire safety program with local fire departments	Students Staff Community volunteers	Stillwater FD Swartswood FD Stillwater EMS Swartswood EMS	None	2015-2019	Continued partnership with community volunteer organizations Student receipt of yearly reminders about fire safety and emergency preparedness

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #2: Continue to develop and promote our secure environment to prepare our students for global awareness while encouraging growth through ecological and economic stability.

OBJECTIVE #2: Create environmental, ecological, and economical plans for sustainability.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Arbor Day Tree Planting	Staff Students Board of Education	Trees Maintenance Staff	Money Time	2016-2020	New plantings on school campus
2. Consideration of Sustainability for Future Building Projects	Administration Board of Education Custodial/ Maintenance Staff	New, High Efficiency Technologies Planning Time	Funding	2015-2020	Projects that are planned with sustainability in mind Use of less ecological and capital resources over the long term
3. Sustainable NJ Grant	Administration Board of Education Students Staff	Sustainable NJ funding Administrative and teacher time	Ability to secure funding	2016-2020	Funding of a school-wide project that focuses on sustainability

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #2: Continue to develop and promote our secure environment to prepare our students for global awareness while encouraging growth through ecological and economic stability.

OBJECTIVE #3: Foster global awareness through a creative curriculum which expands student learning from a local to global level as students grow.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Adoption of a sister school in a culturally diverse location for the purpose of broadening of cultural understanding.	Spanish teacher and classes Other teachers and classes as the program expands	Technology (video conferencing) Teaching and learning time Teacher research into finding a viable school	Time Availability of technology	2015-2020	Sister school Regular video conferencing Written and verbal communication with students from the school Increased student cultural awareness
2. Integration of research of schools around the world into social studies, Spanish, and the multicultural club	Social Studies teachers Spanish teacher Students Club Coordinators Volunteers	Technology (internet access) Teaching and learning time	Time Availability of technology	2015-2020	Student knowledge and worldliness Cultural fairs/programs
3. Study of how globalization is affecting the local environment	Staff Students	Technology (internet access) Current news Local community resources	Time Availability of technology Availability of local community resources	2015-2020	Knowledge of effects of non-native species, water and air pollution (both national and international) on the local environment Student activism against pollution

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #3: Increase communication within our school, reaching local and global communities with the use of technology.

OBJECTIVE # 1: Increase communications within the school.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Continued use and expansion of communication resources for students, staff, and community	Administration Staff Students Community	OneCallNow Staff/Grade Level/Department Meetings Shared Drive	Maintenance of subscriptions and infrastructure	2015-2019	-Increased communication across the school via a wide array of venues.
2. Student morning announcements	Administration Staff Students	Homeroom time Technology	Availability of technology Time	2015-2019	-Student announcers each morning sharing news -Promotion of character education initiatives via the announcements

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #3: Increase communication within our school, reaching local and global communities with the use of technology.

OBJECTIVE # 2: Improve school communication with the community

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Increase the frequency of One Call emails.	-Administration	N/A	N/A	Beginning 15-16 school year	-Increased frequency of emails to parents and the community
2. Accessibility of weekly newsletter online	-Administration -Administrative Assistants -BOE	-Virtual backpack	-Funding -Usage by parents -Accessibility	Research to begin in 16-17 school year	-Successful implementation of a virtual backpack/electronic newsletter
3. Implementation of an informational social media venue	-Administration -BOE	-Appropriate social media venue	-Accessibility -Maintenance -Usability	Research to begin in 15-16 school year	-Feedback from community and parents

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #3: Increase communication within our school, reaching local and global communities with the use of technology.

OBJECTIVE # 3: Extend student involvement with the community

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Career Day	-Administration -PTA -BOE -Teachers	-Classrooms -Technology	-Scheduling -Time -Common planning	Beginning 15-16 school year	-Implementation of Career Day
2. Veteran's Day Activity/Assembly	-Administration -Teachers -BOE	-Other schools -Veterans - Technology	-Scheduling -Participation	Research to begin in 15-16 school year	-Successful implementation of Veteran's Day Assembly

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #3: Increase communication within our school, reaching local and global communities with the use of technology.

OBJECTIVE # 4: Enhance the school partnership with Stillwater Township

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Student council attends town meetings.	Staff Student council students	Township meetings and town council	Transportation Timing of meetings	2015 – ongoing	Greater student understanding of how local governments run Greater student understanding of the influence of local politics on their daily lives Continued and enhanced positive relationship with the town
2. Sustainability grant.	Administration Board of Education Students Township Green Team	Anti-idling signs for the school Time for meetings with the Green Team	Funding School's need to aid township with sustainability initiatives	2015 - ongoing	Township funding for programs and assemblies for students to enhance their understanding of sustainability.

2015-2019 STRATEGIC PLAN GOALS - ACTION PLAN

GOAL #3: Increase communication within our school, reaching local and global communities with the use of technology.

OBJECTIVE # 5: Expand school's global communications.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1. Virtual field trips	Staff Students	Teacher-sourced websites and programs offering virtual field trips Technology	Technology	2015-ongoing	Students learn first-hand via video conferencing or other mediums
2. Joining of national groups (Great Kindness Challenge, Rachel's Challenge, etc.)	Staff Students	Web resources	None	2015-ongoing	Acknowledgement of completion of objectives by organizations School recognition amongst peers