

**Complexity of Change and Need for Continuous Refinement**

Educational change is a complex and evolving process that must be both flexible and adaptive. As such, the below components and timeline will be adapted as needed. Additionally, the **goal setting process** and **evaluative processes** will follow from the below activities. Updates will be provided through **quarterly board updates** and **yearly State of the District presentations** for all stakeholders throughout the life of the strategic plan.

**Design Learning that is Meaningful, Rigorous, and Prepares Students for the Future**

Specific Objective	Activities to Support Objective	Responsible Persons	Recommended Implementation Timeline
1.1 Embrace teaching strategies that empower students to be active in their own learning and impactful in the real world	a. Work with teachers through coaching and planning to develop additional student-centered strategies	Administrative Team	Ongoing
	<b>b. Align the teacher evaluation rubrics to match desired student-centered instruction</b>	ScIP Team, Superintendent	2019-2020
	c. Increase the planning of authentic tasks that have real-world impact on the community	Administrative Team, Teachers	2020-2024
	d. Expand staff training and understanding of meta-research and its impact on classroom instruction (Hattie, Marzano)	Administrative Team, Teachers	2021-2024
1.2 Ensure that every student understands WHY they are learning and its relevance.	a. Incorporate student audits of understanding during evaluations as a measure of student understanding of the objective during classroom observations	Superintendent/ Administrative Team	2019-2024
	b. Incorporate student audits that questions student understanding as to why they are learning and how it builds upon their previous learning	Superintendent/ Administrative Team	2019-2024
	c. Reflect student audits of understanding within classroom observation documents and criteria	Administrative Team	2020-2024
1.3 Ensure that the activities assigned by our teachers are worthy of our students' time and further the learning in a way that is productive and valuable	a. Train teachers, administrators, and parents on the research around best practices with homework and class work	Administrative Team, Teachers	2019-2020
	b. Develop a Homework policy that incorporates research and best practices for homework	BOE, Administrative Team, Teacher Representatives	2020-2021
	<b>c. Train administrators to incorporate student audits of understanding during evaluations as a measure of student understanding, rigor, and relevance</b>	Superintendent, School Improvement Panel	2019-2020
	<b>d. Evaluate the middle school curriculum alignment in both math and ELA to ensure proper preparation for the high school requirements</b>	NV Curriculum Director, Administrative Team, Teachers	2019-2020
1.4 Continue to refine research-based best practices in teaching and assessment	<b>a. Conduct an audit of teacher assessment tools currently used and develop a plan of alignment between what is currently done and best practices</b>	Administrative Team, Teachers	2019-2020
	<b>b. Ensure that assessments are aligned to academic measures and not behavior by reviewing all syllabi and grading practices</b>	Administrative Team, Teachers	Ongoing
	c. Develop standards-based assessment and reporting systems	Administrative Team, Teachers	2020-2024
	d. Use meta-research about how students learn best to refine instructional practices	Superintendent	2020-2024
	e. Continue virtual learning experiences and blended	Superintendent, Tech	Ongoing

	<p>learning opportunities as a model for teachers</p> <p>f. Train staff on the use of Flipped Classrooms and Blended Learning</p>	<p>Department</p> <p>Superintendent, Tech Department</p>	<p>2021-2022</p>
<p>1.5 Enhance supports for the full cognitive diversity of our students, maximizing the strengths of each child</p>	<p>a. <b>Seek out and deploy assistive technologies that enable students to mitigate learning challenges</b></p> <p>b. Conduct an audit of the Gifted and Talented Program, BSI Program, and enrichment opportunities, suggesting modifications and changes based on findings</p>	<p>Special Education Department</p> <p>Administrative Team</p>	<p>Ongoing</p> <p><b>BSI 2019-2020</b> G&amp;T 2020-2021 E.O. 2021-2022</p>
<p>1.6 Expose students to cutting edge tools and technology</p>	<p>a. Implement grade-level curriculum with Spheros, Ozzobots, and Digital Videos K - 5.</p> <p>b. Explore and enter competitions in STEAM areas</p> <p>c. <b>Create a student produced YouTube station</b></p> <p>d. Continue professional development and modeling of instructional technology applications</p> <p>e. Continue to seek out and integrate new and innovative technologies to expose students to emergent technologies, consistently updating the resources and opportunities available</p>	<p>Classroom Teachers</p> <p>STEAM Teachers</p> <p>BOE, Superintendent, Advisor Staff Trainers, Technology Coordinator</p> <p>Administrative Team, Teachers, Tech Department, BOE</p>	<p>2019-2020</p> <p>2020-2021: 1 2021-2024: 2/yr 2019-2024</p> <p>Ongoing</p> <p>Ongoing</p>

**Design Building-Based Programming that Ensures a Safe and Nurturing School Climate**

Specific Objective	Activities to Support Objective	Responsible Persons	Recommended Timeline
2.1 Ensure that we are a welcoming, equitable, and supportive community for the complete diversity of our community members	<b>a. Research programs and implement tools that make messaging and communication home multi-lingual</b>	Administrative Team	2019-2020
	b. Increase activities such as exchange programs, cultural events, and access to experiences that expose students to the world beyond Haworth	Administrative Team Teachers	2019-2020:1 2020-2021:2
2.2 Increase cultural awareness and global citizenship by exposing students to diverse cultures and experiences	a. Arrange field trips and experiences that broaden awareness around global citizenship	Teachers	Ongoing
	b. Create digital field trips and partnerships that lead students to learn about and interact with people beyond Haworth	Teachers	Ongoing
	<b>c. Expose students to diverse cultures through music and the arts</b>	Music Teachers / Arts Teachers	2019-2020
2.3 Continue to develop a more defined character education program at our middle school level that will enable students to understand and care about core ethical values.	a. Increase character education lessons at the middle school level through regular curriculum integration	Teachers Character Education Committee	2019-2020
	b. Research middle school "House Advisory" / Middle School meeting models	Teachers Administrative Team	2020-2021
	c. Propose an agreed upon model of a middle school support structure as appropriate	Superintendent/ Principal	Spring/Summer 2021
2.4 Partner with parents to ensure a continuation of student supports and training that extends to the family and beyond the school.	<b>a. Increase parent workshops that focus on school goals and mental wellness (Parent Academy)</b>	Administrative Team Teachers	2019-2020
	b. Continue to host Coffee with the Superintendent around pertinent parent topics	Superintendent	Ongoing
	<b>c. Creation of a Parent Book Club focusing on helping children succeed socially, emotionally, and/or academically</b>	Superintendent	Summers / Winters

**Expand Student Opportunities to Become The Leaders of Tomorrow**

<b>Specific Objective</b>	<b>Activities to Support Objective</b>	<b>Responsible Persons</b>	<b>Recommended Timeline</b>
3.1 Develop activities and curriculum that helps to develop social and emotional learning	a. Develop mini-lessons for teachers to help students build their social-emotional vocabulary	Child Study Team and Guidance Counselor	2020-2021
	b. Develop grade-level (group) activities that are easily applied across subject areas	Character Education Committee	2020-2021
	c. Provide parent resources that support continuity of language and lessons used at home and in school	Guidance Department and Homeroom teachers	2020-2021
3.2 Embed 21st Century workplace readiness skills throughout the curriculum	a. Administer inventories/questionnaires to students to assess strengths and interests	Guidance Counselor & CST	2019-2020
	b. Create unique learning opportunities, such as work shadowing, for students to pursue their interests during the school day for academic credit	Administrative Team Staff	2020-2021
	<b>c. Offer a financial literacy/career interest course for students</b>	Administrative Team and Teachers	2019-2020
3.3 Embrace a culture that teaches students to “fail forward” through perseverance and grit	<b>a. Research and examine methods to allow students second chances in grading and assessment</b>	Administrative Team	2019-2020
	b. Implement “no grades” weeks to allow students to experience academic risk-taking without fear of evaluation	Administrative Team	2020-2021
	c. Explore achievement rubrics (i.e., standards-based menus) to encourage students to demonstrate acquired knowledge in the way that suits them best (i.e., student chooses to write an essay or give a presentation, etc.)	Curriculum department, Teachers	Ongoing
3.4 Establish inter-grade learning partnerships and opportunities	a. Determine developmentally-appropriate age-pairings	CST; Administrative Team	2020-2021
	b. Request nominations for upper-grade (role model) and lower grade (novice) participants and create pairings	Administrative Team	2020-2021
	c. Create lessons that allow for middle school students to join elementary level students for projects (i.e., Social-emotional vocabulary theater; emotion-in-art portraits)	Curriculum Committee; CST	2020-2021

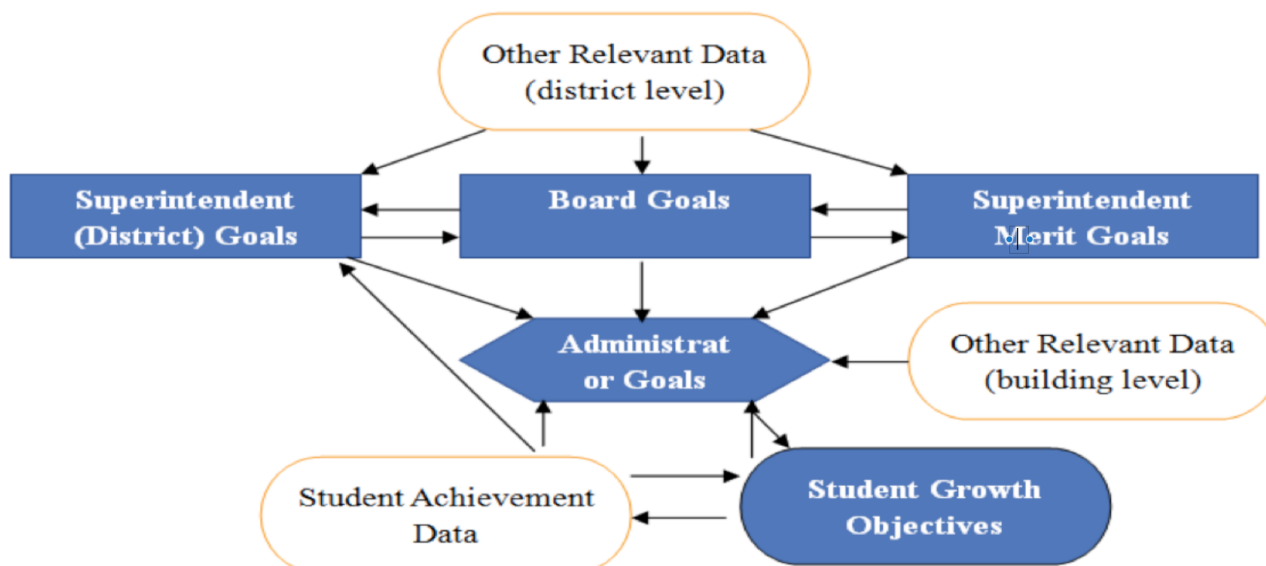
**Create Learning Spaces that Match the Evolving Needs of Our Learners**

Specific Objective	Activities to Support Objective	Responsible Persons	Recommended Timeline
4.1 Incorporate/construct more innovative instructional spaces into the building environment	<ol style="list-style-type: none"> <li>Continue STEAM Lab expansion and upgrades</li> <li>Construct a school greenhouse</li> <li>Construct an outdoor classroom</li> <li>Install a climbing wall for K-8 use</li> <li><b>Plan a referendum to augment and future proof the building</b></li> <li>Design and construct an innovative 6-8 Media Center, Professional Learning Lab, and STEAM Lab *</li> </ol>	Superintendent, Teachers Buildings and Grounds Business Administrator Buildings and Grounds Business Administrator Buildings and Grounds Business Administrator Superintendent, BOE, Administrative Team, Architects Superintendent, BOE, Administrative Team, Architects	Ongoing 2019-2020 2019-2021 2019-2020 2019-2020 2021-2024
4.2 & 4.3 - Improve the individual classroom layouts to enhance student engagement and 21st century skills by purchasing and renovating classroom spaces to best match innovative learning and teaching.	Redesign and ensure classrooms K-8 incorporate: <ol style="list-style-type: none"> <li>Flexible furniture and space/layout</li> <li>Areas of Collaboration</li> <li>Facilitation of movement throughout the lesson</li> <li>Cutting-edge technologies</li> <li>Light and bright colors</li> <li>An environment that fosters inspiration and creativity</li> </ol>	Administrative Team Teachers Student representatives	Ongoing Phases: K-2 - 2020-21 3-5 - 2021-22 6-8 - 2022-23
4.4 Focus on improving and innovating in the area of Physical Education	<ol style="list-style-type: none"> <li>Installation of a traverse climbing wall</li> <li>Explore innovative Professional Development opportunities and experiences including attendance at conferences and working with consultants</li> <li>Design new lessons in Physical Education that incorporates risk taking, critical thinking, creativity, collaboration skills, and communication into physical activity.</li> </ol>	Administrative Team  Teachers Administrative Team  Teachers, Consultants/Trainers, PE Supervisor	2019-2020  2019-2020  Summer 2020-2021

\* Pending Public Adoption of the Referendum

**Development of Goals**

The district strategic plan will serve as a primary source of data to guide the development of goals within the district. Probable areas for 2019 - 2020 goals are in **bold**. Future goals will be dependent on the progress made each year within the strategic plan. The following figure shows the overall relationship between various goals, and what impacts each type of goal within a district.



Achieve NJ Diagram of Goal Relationships within a School District

**Annual Stakeholder Meetings** - The superintendent will host on a yearly basis an update on the strategic plan for community stakeholders. This will include an update on what is accomplished, changes that are implemented to the strategic planning process, and areas of the strategic plan that cannot be completed accompanied by an explanation of why.