

Middle Township Public Schools
Strategic Plan: 2020-2025
TRANSFORMING THE FUTURE



Middle Township Public Schools
Strategic Plan: 2020-2025
Transforming The Future

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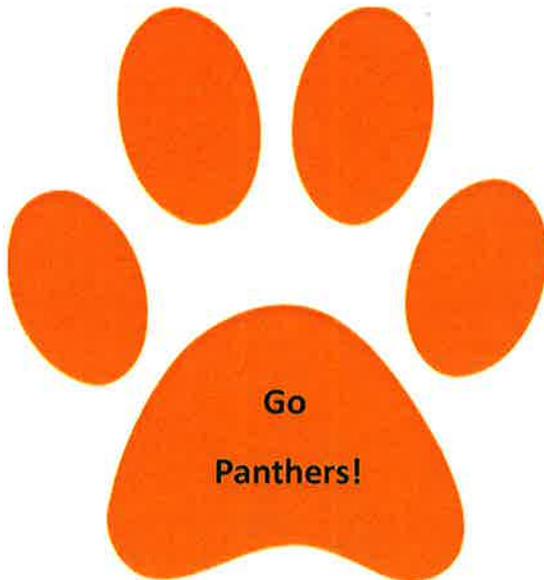
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Welcome!

Middle Township Public School District's Strategic Plan, developed in 2020, will guide the district in four core areas:

- Budget and Finance
- Curriculum and Instruction
- School Climate
- Community Engagement

The development of the strategic plan has allowed our school community to collectively explore the many ways in which we will continue to grow and develop these core goals.



The Process

In the fall and spring of the 2019-2020 school year, Middle Township Public Schools embarked on the strategic planning initiative with the intention of engaging the community in serious dialog about the district's future. The first community meeting, "Points of Pride," was held on November 20, 2019, and engaged employees, parents, students, community members, business owners, and government leaders in dialogue about what they believed was working well within the district and what makes them a proud affiliate of Middle Township Public Schools. This first meeting served as a great "kickoff" to the strategic planning process.

The second meeting was held on December 9, 2019, and focused the conversation around a general theme, "Expectations for the Future." Participants were asked to record and prioritize areas of interest and initiatives important to them. At the conclusion of the meeting, participants were asked to record their vote on items identified by each small group. These items were later ranked and served as the basis for developing core goals.

The last community meeting, "Creating an Action Plan," was held on January 22, 2020, and required participants to focus on four strategic goals while identifying action items necessary to achieve each of the goals.

Finalizing the Plan

Middle Township Public Schools Strategic Plan: 2020-2025, *Transforming The Future* was converted to draft form throughout the Fall of 2019 and the Spring of 2020. This process involved district administration analyzing thousands of comments and priority items and converting those items into an action plan that includes objectives, action steps, those responsible for achievement, resources required, timeline, and assessment.

This process provided administrators an opportunity to work collaboratively with many community based stakeholders. At the completion of this task, the plan was reviewed by all board of education members for feedback. Final revisions were made and the Board of Education adopted the five (5) year strategic plan at its Board of Education meeting on October 15, 2020.

Thank you

This strategic plan is the result of a year-long process that included extensive engagement. The result ***Middle Township Public Schools Strategic Plan: 2020-2025, Transforming The Future***, is a comprehensive strategic plan that will focus all of the district's resources toward one clear vision.

All members of the community are invited to send questions or thoughts to Dr. David Salvo, Superintendent of Schools, at salvod@middletpw.k12.nj.us, or call (609) 465-1800 ext. 3101.

GOAL #1 BUDGET AND FINANCE

Statement: Acknowledging the strong support the community has shown for the school district, Middle Township Public Schools will make every effort to maximize financial resources to provide a thorough and efficient education for all students.

| OBJECTIVES | ACTION STEPS | WHO IS RESPONSIBLE | RESOURCES REQUIRED | TIMELINE | ASSESSMENT |
|--|---|---|---|----------------------------|---|
| A. Increase technology across the district | <ol style="list-style-type: none"> 1. Inventory current district technology to determine chromebook devices within the district 2. Determine number of chromebooks needed to meet a 1:1 initiative at the schools 3. Identify funding sources. 4. Implement a chromebook distribution plan 5. Report to BOE on implementation of 1:1 chromebook initiative | Principals Technology personnel School Business Administrator Director of Special Education BOE Public Relations | Funding to support the 1:1 initiative. Insurance program | September 2020 - June 2025 | Administrative Review Insurance Registration Administration Agenda BOE Finance/Curriculum Agenda Sunshine Moments |

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| <p>B. Support in enhancing extra-curricular programming.</p> | <ol style="list-style-type: none"> 1. Assess extra-curricular needs in the school district 2. Review assessment findings with BOE 3. Actively promote student participation in the wide variety of extra-curricular programs offered 4. Explore grant and community funding to support extra-curricular programs 5. Get BOE approval for expansion recommendations of extra-curricular programs | <p>Principals Staff Teachers Coaches Community Organizations School Business Administrator Athletic Director BOE Central Administration Community Partnerships</p> | <p>Interest Surveys Funding Community Partnerships Fundraising</p> | <p>September 2020 - June 2025</p> | <p>Administrative review Survey Data BOE Meeting/Agenda Athletic Meetings</p> |

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| <p>C. Conduct referendum to improve/enhance school facilities</p> | <ol style="list-style-type: none"> 1. Identify district facility needs. 2. Engage architects to help determine costs associated with the facility needs identified. 3. Assess community support for a building referendum 4. Discuss referendum plan with BOE 5. Develop a referendum campaign | <p>BOE/Buildings and Grounds committee Central Administration Principals</p> <p>BOE</p> <p>Community</p> <p>Public Relations Director</p> | <p>Local and State Funding</p> <p>Community Survey</p> | <p>September 2023</p> | <p>Approved Referendum</p> <p>BOE Meetings</p> <p>Administration Meetings</p> <p>Survey Data</p> |

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| <p>D. Enhance the Going Green Initiative</p> | <ol style="list-style-type: none"> 1. Enroll each school in the NJ Sustainable Schools program. 2. Provide resources to support the effort 3. Apply for grants through the NJ Sustainable Schools program to enhance the projects identified at each school 4. Report initiatives to BOE and Public 5. Publicize sustainable initiative | <p>BOE Central Administration Principals Staff Teacher Students Architects</p> | <p>Facility Assessment Sustainable Grants Public Relations Director BOE Facility Director School Business Administrator</p> | <p>Starting January 2021</p> | <p>Achieve Sustainable NJ Bronze Status BOE Meetings Facility Meetings Grant Awards</p> |

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| E. Explore opportunities for increased volunteerism in the community | 1. Determine volunteer needs in the community 2. Plan the project 3. Publicize the project 4. Conduct the project 5. Reflect on the Project 6. Celebrate the project | Principals Staff Teachers Central Administration BOE Community Members School Club/Teams/Organizations | Community Volunteer Needs Assessment Community Partnerships Survey Data Social Media | Starting September 2020 | Administrative review Publicity School agenda Sunshine Moments |

GOAL #2 CURRICULUM & INSTRUCTION

Statement: Middle Township Public Schools will further elevate academic programs by creating varied learning pathways and improving student support through the use of educational programs, online learning platforms, and initiatives to close the achievement gap.

| OBJECTIVES | ACTION STEPS | WHO IS RESPONSIBLE | RESOURCES REQUIRED | TIMELINE | ASSESSMENT |
|--|--|--|--|-----------------------------------|---|
| <p>A. Infuse technology driven programming with traditional instructional strategies</p> | <ol style="list-style-type: none"> 1. Research online teaching technology tools within the district (such as Schoology, Google Classroom, assistive technology) 2. Train staff and teachers throughout the district on the use of Google Classroom, zoom and other instructional platforms 3. Provide professional development that will introduce, strengthen, and provide strong foundational skills for staff to project | <p>Central Administration Principals Staff Teachers Technology Staff</p> | <p>Professional Development Training- Technology Driven Google classroom and other similar topical areas Use of ETTC hours Google certification for advanced level staff to further turnkey efforts. Professional Development Days in the calendar</p> | <p>September 2020 - June 2025</p> | <p>Administrative review of teacher Google sites Teacher surveys on the use of technology programming post professional days BOE Meeting Agenda/Minutes Administration Agenda/Minutes</p> |

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| | content in online forums. 4. Monitor/evaluate online instructional platforms utilized by teachers 5. Report to the BOE Curriculum on status of virtual learning | | | | |
| B. Utilize blended coursework to fulfill grade level, course, and graduation requirements | 1. Research blended coursework platforms 2. Enroll students in online programs such as Educere and NJ Virtual School | Central Administration Principals Guidance | Educere NJ Virtual School Online Credit Recovery programs | Starting September 2020- June 2025 | Rosters of students who completed online coursework. Student grades Graduation rates |

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| C. Conduct research on Elementary ELA programming | <ol style="list-style-type: none"> 1. Arrange for resource presentations from vendors 2. Attend outside workshops and presentations for various programs 3. Pilot programs | Central Administration Building Administration Teachers | Curriculum/Resource samples Quotes | Starting September 2020 | Student data Teacher survey Observation data Reports from Curriculum BOE meetings assessing the pilots |

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| <p>D. Initiate opportunities for staff and students to close the achievement gap</p> | <ol style="list-style-type: none"> 1. Identify students who are failing below the recommended progress levels 2. Conduct adult education and parenting courses at local schools 3. Host ESL family nights with our elementary students and families 4. Attend workshops with the NJCAG- New Jersey Network to Close the Achievement Gap | <p>Central Administration Principals Staff Teachers</p> | <p>STAR and state assessment data Presenters, teachers, and administrators to conduct parent programming ESL teachers in conjunction with building and administrative leaders to coordinate ESL programming Assign and seek interested teachers and administrators to attend the various professional development training offered throughout the course of the year</p> | <p>At least twice weekly for intervention groups/basic skills groups to meet during the school day At least once annually At least once per calendar year for ESL family night- likely each Spring Scheduled workshops throughout each academic school year Summer and afterschool programming each calendar year</p> | <p>Building and Administrative review of benchmarking and state testing data Parent brochures and/or online programming documents Attendance at ESL family nights Out of District Travel workshop forms Attendance and enrollment in afterschool and summer programming</p> |

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| | 5. Offer instructional assistance in math and/or reading scheduled within and after school hours | | Create intervention groups at all school levels to meet ELA and Math goals | | |
| E. Strengthen and build upon the coursework and pathways for the high school academies | 1. Conduct an annual curriculum and course analysis for each academy 2. Revise, rewrite, or develop curriculum for courses to provide a well-developed, current, and challenging curriculum for each academy | Central Administration Principals Guidance Staff Teachers | Funding for curriculum analysis, revisions and development. Funding and materials for clubs, activities, and experiences related to individual academies Platform to seek interested businesses and organizations for partnerships | September 2020- June 2025 Quarterly Academy meetings at the HS Starting September 2020 | Administrative review of academy progress which will include academic rigor, enrollment, and completion rates |

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| | <p>3. Develop relationships and partnerships with local community businesses and organizations to provide opportunities such as guest speakers, field trips, job and internship opportunities, and academic resources</p> <p>4. Establish volunteer hour requirements related to the academy as a completion requirement</p> | | <p>A list of volunteer opportunities and locations with appropriate contact information and/or dates</p> | | |

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| | 5. Develop opportunities outside of the classroom for students to gain experience within the academy field | | | | |
| F .Infuse Naviance into curricular courses to enhance college and career readiness | <ol style="list-style-type: none"> 1. Develop a master plan for implementing Naviance in each grade level in the HS 2. Implement and monitor the use of Naviance every semester with reports in student usage and completed tasks | Guidance/Teachers assigned | <u>9th Grade</u> Freshman Seminar and World History classes <u>10th Grade</u> Health Classes <u>11th Grade</u> Financial Literacy and English Classes <u>12th Grade</u> Counselors | September 2020 - June 2025 Grade specific tasks are assigned each year Tutorials on the high school website, & Naviance nights | Naviance Reports Student tasks accomplished in courses and in the Naviance platform |

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| | <p>3. Students will create individual plans that can be linked to college and career readiness and communicate easily with their school counselor</p> <p>4. Parental access to family connection and review of student progress</p> | | | | |

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| <p>G. Incorporate diversity based materials, programming opportunities, and resources at the various school levels.</p> | <ol style="list-style-type: none"> 1. Creation of School based Equity Teams 2. Turnkey of NJCEE and other diversity workshops and conferences attended 3. Review and ordering of multicultural materials | <p>Building level administrators Central Administration Staff</p> | <p>Textbooks Curricular revisions Trade books Workshop attendance Programming Guides</p> | <p>September 2021- June 2025</p> | <p>Agenda Minutes District and school led Equity Committee meetings Curricular Documents</p> |

GOAL #3 SCHOOL CLIMATE

Statement: Middle Township Public Schools will create a sustainable, positive school climate that fosters student development and learning necessary for a productive, contributing, and satisfying life in democratic society.

| OBJECTIVES | ACTION STEPS | WHO IS RESPONSIBLE | RESOURCES REQUIRED | TIMELINE | ASSESSMENT |
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| <p>A. Implement a district wide wellness program</p> | <ol style="list-style-type: none"> 1. Participate in the NJWELL Program administered by SEHBP 2. Run a promotion campaign within the schools to garner participation 3. Plan quarterly Wellness initiatives in the district to promote wellness 4. Utilize counselors, SAC and other support staff to assist with implementing Wellness programs 5. Report to BOE on results of wellness initiatives | <p>Business Administrator Building Administrators Faculty Support Staff</p> | <p>Committee to plan events. Promotional materials from SEHBP for the NJWELL program. Communication of program and quarterly events</p> | <p>November 2020 - June 2025</p> | <p>Report from SEHBP of participants Quarterly participation in Wellness initiatives BOE & Administration Agenda/Minutes</p> |

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| <p>B. Devise a middle school and high school mentorship program</p> | <ol style="list-style-type: none"> 1. Create a student selection process 2. Create a teacher committee to select qualified students 3. Develop a guide/curriculum on mentorship 4. Train staff on responsibilities of mentorship 5. Students attend training sessions 6. Select a lead person for the program 7. Give the program a name | <p>Building Administration Faculty Support Staff Parents Students Community Organizations</p> | <p>Application Process Teacher Committee Curriculum Advisor or Lead Person Training for Advisor and Selected Students Building Space Communication between all stakeholders</p> | <p>January 2021- June 2025</p> | <p>Student Feedback Faculty Feedback School Community Feedback Parent Feedback Committee Meetings Administrative Feedback Support Staff Feedback Advisor Feedback BOE Agenda/Minutes</p> |

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| | <p>8. Students attend Freshmen Seminar sessions for breakout sessions</p> <p>9. Staff Mentors attend important school functions/activities to help provide support</p> <p>10. Provide/Develop incentives for students in the program</p> <p>11. Annual report to Central Administration on Mentorship Program</p> | | | | |

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| C. Increase staff diversity | <ol style="list-style-type: none"> 1. Utilize the Administrator Network (Consortium of minority administrators throughout central and south jersey) to target educators from diverse backgrounds by sharing job postings. 2. Interview all certified minority candidates that applied within applitrack 3. Continue connecting and visiting with colleges and universities to identify and attract possible minority candidates early on. Look to branch out to colleges that service larger | District and School Based Administrators Community Organizations | Online Searches Stockton, Rowan, TCNJ, and other college Online interviews Job postings in publications | September 2020 - June 2025 | Review of applitrack applicants and minority check boxes Review of data and subsequent dialogue with District Equity Committee BOE & Central Administration Agenda/Minutes BOE Hiring Recommendations |

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| | <p>minority populations</p> <p>4. Diversify building level and district wide professional development by bringing in minority presenters and facilitators.</p> <p>5. Provide on-going staff development that focuses on topics such as diversity, cultural sensitivity, and educating students of color/students from diverse backgrounds</p> <p>6. Continue to engage in ongoing dialogue with the District Equity Committee</p> | | | | |

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| | <p>6. to evaluate, monitor, and improve action steps taken to address staff diversity</p> <p>7. Identify minority students in our own high school who might be interested in a teaching career. Invest in these students by guiding their career path through motivational workshops, participation in peer mentoring of underclassmen, financial aid assistance, etc., with the hopes of them returning to Middle Township after college</p> | | | | |

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| <p>D. Revise and create updated protocols in providing a safe and orderly environment.</p> | <ol style="list-style-type: none"> 1. Conduct monthly security meetings to review and revise building security procedures 2. Revise District security procedures 3. Conduct School Safety Team meetings quarterly in each building to examine school climate 4. Review security data and discussion points with staff, Superintendent & BOE | <p>District Security personnel, building administration, Middle Twp P.D. (SRO) District Security personnel, District administration, Middle Twp PD School Safety Team members (MT security, HIB Specialist, Administration, teacher and parents representatives)</p> | | | <p>Annual H.I.B, Report Card and assessment of school H.I.B. and discipline data School Safety Team Reports Building Safety Data</p> |

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| <p>E. Celebrate district and individual staff and student achievements</p> | <ol style="list-style-type: none"> 1. Identify and develop programs to recognize student and staff achievements 2. Provide ongoing celebrations of staff and student achievements 3. Publicize student and staff achievements (Laura Bishop Communications) 4. Report student and staff achievements during sunshine moments | <p>Building Administration Staff Teachers Renaissance Team</p> | <p>Email Social Media All Calls News articles School Ceremonies</p> | <p>September 2020 - June 2025</p> | <p>Social Media Posts Newspaper Articles TV/Radio Sunshine Moments</p> |

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| <p>F. Provide and strengthen racial/ diversity programming</p> | <ol style="list-style-type: none"> 1. Form school based Equity/Diversity Teams 2. Provide staff development on cultural awareness, knowledge, and communication 3. Incorporate diversity discussions in staff meetings 4. Reinforce diversity values daily in school programming 5. Discuss and implement inclusive curricular & extra-curricular opportunities for students and staff | <p>BOE Central Administration Building Administration Community Organizations</p> | <p>Cultural Awareness/Inclusion Programs Diversity/Racial Data Committee Reports Staff Surveys/Feedback Building Meeting Agenda/Minutes</p> | <p>September 2020 - June 2025</p> | <p>BOE and School Meeting Agenda/Minutes Staff Development Programs Diversity Team Agenda/Minutes Survey Data</p> |

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| | 6. Communicate the value of every employee 7. Implement consistent ongoing learning 8. Report diversity initiatives with BOE | | | | |

GOAL #4 COMMUNITY ENGAGEMENT

Statement: Middle Township Public Schools will strengthen its outreach efforts and will engage community members in addressing the needs of the school district.

| OBJECTIVES | ACTION STEPS | WHO IS RESPONSIBLE | RESOURCES REQUIRED | TIMELINE | ASSESSMENT |
|---|--|--|--|-----------------------------------|---|
| <p>A. Maintain and enhance communication efforts with alumni groups</p> | <ol style="list-style-type: none"> 1. Compile a list of updated alumni contact information school website/social media 2. Develop an alumni committee that coordinates with the district and specific alumni groups to strengthen communication, networking, and support 3. Design events which encourage alumni participation and recognition 4. Add contact information for alumni group leaders to our school alumni page | <p>Central Administration Principals Guidance Teacher Staff Alumni</p> | <p>Google forms School Website Facilities to host events</p> | <p>September 2020 - June 2025</p> | <p>Total Number of Alumnus contacts Number of events planned which alumni can participate in. Number of alumni who attend each event. Sunshine Moments Media Coverage</p> |

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| | 5. Implement MTHS alumni social media account 6. Report on alumni initiatives to BOE | | | | |
| B. Provide opportunities for parents/guardians to participate in educational programming | 1. Survey parents and staff to determine appropriate educational programs for parents 2. Design and implement various family involvement programs 3. Advertise/Publicize Parent Programs 4. Implement registration process 5. Provide native language assistance at parent programs | Building Administration Teachers Staff Community Organizations | Funding for staff (chaperone rate), supplies, vendors, entertainment, and food. Facility Requests Staff Volunteers | September 2020 - June 2025 | Parent surveys Attendance at family nights Media Coverage Sunshine Moments |

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| | 6. Report on parent programs to BOE | | | | |
| C. Strengthen public relations outreach | 1. Provide guidance on effective online communication to individuals facilitating social media platforms 2. Network with stakeholders to communicate district events, initiatives, and short and long-term goals 3. Extend invitations to district events to community members, and involve them in decision-making when applicable | Central/Building Administrators, Guidance, Athletics Dept., Coaches, Club Advisors BOE Community Organizations Laura Bishop Communications | Social Media Platforms, Blackboard Connect, Google Forms/Polls, Newsletters, Press | September 2020 - June 2025 | Administrative Review Community Poll Sunshine Moments Media Coverage Training Enrollment Building Agenda/Minutes BOE Approvals |

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| | 4. Establish/build/maintain relationships with neighboring districts 5. Utilize Google Forms to gauge community outlook, preference, opinion 6. Report Public Relations initiatives to BOE | | | | |
| D. Utilize and build community partnerships through volunteering efforts in our local area | 1. Require a minimum level of volunteerism for all (specific) stipend/paid clubs/sports/organizations 2. Plan community events hosted by the school, to encourage community and provide volunteer opportunities | Central Administration Building Administration Teachers Staff Coaches Students | Google Registration Community Agreements Volunteer database | September 2020 - June 2025 | Volunteer Activities List Media Coverage Sunshine Moments BOE Agenda/Minutes |

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| | <p>3. Create and post a google form for businesses and organizations to request volunteers from the district</p> <p>4. Create a running list of volunteer opportunities with appropriate contact information and dates - which school clubs/activities are volunteering</p> <p>5. Report volunteer activities to BOE Extra-Curricular Committee</p> | | | | |
| <p>E. Utilize and build upon community business partnerships to strengthen curricular program</p> | <p>1. Compile a list of businesses in the area, make note of businesses that have already partnered with the school and which ones are owned by alumni</p> | <p>Building Administration Teachers Staff Community Organizations</p> | <p>Technology to host partnership meetings Facilities to host partnership meetings Google forms, docs for data Social Media</p> | <p>September 2020 - June 2025</p> | <p>Business partnership database Media Coverage BOE Reports Sunshine Moments</p> |

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| OBJECTIVES | ACTION STEPS | WHO IS RESPONSIBLE | RESOURCES REQUIRED | TIMELINE | ASSESSMENT |
|------------|--|--------------------|--------------------|----------|------------|
| | <ul style="list-style-type: none">2. Use a google form to survey businesses who wish to partner with the school3. Create and post a google form to the school website to find out how the school can help local businesses and organizations4. Invite businesses to attend events hosted by the school to encourage a positive relationship/partnership5. Recognize business that partnered with school district6. Report district/business partnership to BOE | | | | |