

Strategic Plan Goals

2022 - 2023

Goal 1: Diversity, Equity and Inclusion

To increase opportunities to develop a district committed to diversity, equity and inclusion through hiring practices of educational and support staff, curriculum development and student empowerment.

Objective 1: Increase the use of culturally relevant instruction and curriculum; re-examine history/culture/science to include diverse perspectives and content.

Description	2022-2023 ACTION	Lead Collaborator
Statement of Belief and Purpose	<ul style="list-style-type: none"> Develop and provide families with a Statement of Belief and Purpose Workshop similar to that which has been provided to all staff and new staff over the last two years. 1/2023 	Noel Baxter and Faculty Members who developed the staff training.
Culturally Diverse Books Project	<ul style="list-style-type: none"> Enhance accessibility to culturally responsive literature by providing a special project for students to complete that can be used as independent reading at home and at school that focuses on a specific monthly diversity theme. Culturally diverse books are suggested as part of the project, but students may use their own selections and share these as well. 	Perri Fuerst, Administrative Intern and Special Education Teacher - She developed the project. John Lohn, Media Specialist, is helping students and staff access relevant books for the monthly theme.
African-American History	<ul style="list-style-type: none"> Explore the possibility of adding AP African American Studies to the SPFHS Program of Studies through as a pilot school 	Robert McGarry and Noel Baxter

	if possible or when the course is made available for implementation in 2024-2025.	
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Objective 2: Increase diverse educational staffing, training and capacity building so that staff more fully reflect the composition of our community and have a better understanding of and engagement with students.

Description	2022-2023 ACTION	Lead Collaborator
Continue to focus on Diversifying educational staffing	<ul style="list-style-type: none"> Research and engage with organizations that may support our efforts to increase diverse educational staffing, training and capacity building (e.g. The Center for Black Educator Development. https://www.thecenterblacked.org/about-us) 	Robert McGarry and Peter Pitucco
Kean Partnership with Students and Student Teachers	<ul style="list-style-type: none"> McGinn School Teachers and Principal have been working with Kean University professors to mentor sophomore field, junior practicum and students teachers 	Sasha Slocum, Dr. Susan Polirstok, Professor of Special Education at Kean, Professor Ron Karsen, Lecturer, Dorothy Lusk, Susan Bradley, Kristen Cecchini, Candice Testa, Perri Fuerst, classroom teachers

Objective 3: Increase opportunities for students of color/BIPOC/special education/ESL and other marginalized groups in all curricular and programmatic areas. Analyze data to increase these opportunities.

Description	2022-2023 ACTIONS	Lead Collaborator
Action research in collaboration w/NORC & The University of Chicago. Exploring students' sense of belonging and inclusion in mathematics and how their perceived sense of belonging impacts their performance.	<ul style="list-style-type: none"> Create a Sense of Belonging DEI committee to explore and help implement strategies that foster inclusion and success for students of color and students from other marginalized groups in higher math learning; Work to design and implement student 	Scott Bortnick, Kevin Holloway, Ralph Gerace, Kate Rosander, Sarah Kaeli DEI (Sense of Belonging In Math) subcommittee.

	<p>survey, and analyze subsequent data relevant to activity #1.</p> <ul style="list-style-type: none"> • Create student focus groups subsequent to activities #1 and 2 above. 	
Identifying Student AP Potential and Addressing Barriers to Enrollment	<ul style="list-style-type: none"> • To utilize analysis of PSAT results to encourage students who might not otherwise consider enrollment in AP courses to do so. • Use previous results to identify students who have not enrolled in AP Classes to determine if any barriers to enrollment exist. 	Tim Donahue
Tri-State Collaboration	<ul style="list-style-type: none"> • Engage the Tri-State Consortium to assist in determining the extent to which we have effective supports in place in literacy instruction within our district's special education K-12 continuum to maximize student learning?" 	Lisa Rebimbas and Robert McGarry

Objective 4: Develop opportunities to empower students to learn self-advocacy and leadership.

Description	2022-2023 ACTIONS	Lead Collaborator
Student Representation on the Board of Education	<ul style="list-style-type: none"> • Invite the Grade 12 Student Government president to join the board as its first student representative. • Develop a selection process to identify a junior member of the board. 	Joan Mast and David Heisey
Person Centered Approach in Schools and Transition (PCAST) implementation in self contained classrooms through a partnership with and Rutgers	<ul style="list-style-type: none"> • Send new self contained teachers for training. • Develop a department wide vision for implementation. • Develop an "all about me" pamphlet for 	Diane Peneno

	each student to be given to parents, related service providers, and future teachers of the students.	
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Objective 5: *To expand on-going training opportunities for staff to include culture, identity, neurological diversity.*

Activity/Initiative	2022-2023 ACTION	Lead Collaborator
Diversifying Student Texts at the Elementary Level	<ul style="list-style-type: none"> As part of the Title I Annual School Plan, we will be focusing on providing teachers professional development on diversifying texts that align with each unit of study that results in the addition of one new text for each reading unit of study. 	Justin Fiory, Erin Mulman, Jordan Gribbin - Literacy Coach, Kelli Dunston - Supervisor of K-5 ELA
Professional Development Opportunities	<ul style="list-style-type: none"> Develop and offer a set of after-school professional development workshops and book clubs that support the vision and philosophy of DEI and build upon previous all-staff workshops including "Creating Inclusive Classrooms" (Introduced in the Fall of 2021) and Culturally Responsive & Trauma-Informed Instruction (Introduced in the Fall of 2022). 	Noel Baxter, Kristine Iarussi, Wayne Mallette, April Chestang
Supporting ELLs	<ul style="list-style-type: none"> Identify areas to support teachers in working with ELLs and implementing interventions related to the student needs. Create a supportive community of Learners that Identify and effective K-12 interventions that have been implemented starting Fall of 2022 to ensure all ELLs have access to the K-12 curriculum through social and academic opportunities. 	Lisa Howard

New Staff Orientation	<ul style="list-style-type: none"> Integrate DEI training within the annual new staff orientation program. 	Robert McGarry
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Objective 6: *To create district-supported project based learning focused on local social justice issues.*

Description	2022-2023 ACTION	Lead Collaborator
Local History	<ul style="list-style-type: none"> Provide teachers of Social Studies with an orientation to the history of Shady Rest and its role in the community. (October, 2022) Pilot 9th grade field trip to Shady Rest (May, 2023) Explore resources available through local historical commissions and museums for integration into appropriate places in the curriculum, K-12 (ongoing) 	Noel Baxter
Climate Action Schools Program	<ul style="list-style-type: none"> Establish a Climate Change Education Advisory committee to review and plan district initiatives Explore the Take Action Global professional development offerings and student projects Pilot 4-week Climate Action Schools project (April, 2023) with 6th grade students 	Noel Baxter and Guida Faria
Social Justice Academy	<ul style="list-style-type: none"> Recruit current 8th Grade students to join the first cohort of a Social Justice Academy focused on the Education profession. 	Brooke Kaska-Esposito and Noel Baxter

Objective 7: *Assess district materials for content that is reflective of the current global community.*

Description	2022-2023 ACTION	Lead Collaborator
Curriculum Review Process	<ul style="list-style-type: none"> Integrate Social Studies Alive resources within the curriculum. 	Noel Baxter
Addressing Bias in Course Materials.	<ul style="list-style-type: none"> Develop and implement a checklist to be used for all future adoptions of materials to identify (and avoid) biases such as gender role stereotypes and biases towards age, racial, ethnic, or religious groups, and/or the imposition of artificial hierarchies of social values on occupational categories (occupational bias). 	Robert McGarry
Holidays and Celebrations	<ul style="list-style-type: none"> Develop a school calendar that is inclusive of and responsive to the holidays celebrated within the community. 	Joan Mast

Goal 2: Educating the Whole Child

To engage students academically, socially and emotionally to be resilient, creative, critical thinkers through authentic learning experiences, so that they feel validated, self aware and interconnected and can approach the world’s challenges with empathy and passion.

Objective 1: *To expand social emotional learning opportunities for students PK-12 that build resiliency and space for risk taking in a safe environment.*

Description	2022-2023 ACTION	Lead Collaborator
Developing Resiliency with Engaging Approaches to Maximize Success (DREAMS) Program	<ul style="list-style-type: none"> ● Prepare middle schools for the 23-24 implementation of the DREAMS Program which will provide educators with resources and training in the Nurtured Heart Approach (NHA) and Trauma-Informed Practices to create a supportive and positive school culture that prioritizes the building of healthy relationships, recognizes every students' greatness, and promotes the development of self-regulation strategies for both staff and students. 	Kristine Iarussi
Second Step SEL Curriculum	<ul style="list-style-type: none"> ● Student Assistance Specialists push in to classrooms and deliver lessons in coordination with the classroom teachers as well as continued teacher implementation of this program in all elementary schools. The unit topics are growth mindset, goal setting, emotion management, empathy and kindness, and problem solving. 	Kristine Iarussi
Bullying Prevention Programs	<ul style="list-style-type: none"> ● Second Step-Bullying Prevention Unit was added this year. It teaches elementary students how to recognize, report, refuse bullying, and respond to situations using bystander strategies. ● Provide opportunities for Parent HIB Training <ul style="list-style-type: none"> ○ TMS (11/2022) 	<p>Kristine Iarussi</p> <p>Kristine Iarussi, Kevin Holloway, Ralph Gerace, Amanda Wolf, Lauren Markovitz</p>

<p>Emotional Health Rubric: self-control and coping skills</p>	<ul style="list-style-type: none"> ● By May 2023, second-grade students will increase one level on the Emotional Health Rubric in the area of self-control and coping skills. Activities include purchasing sensory supplies and materials from a grant, training teachers on their use, working with students on how to find materials that work best for them, and organizing supplies to ensure they are available to all who need them. 	<p>Sandy Fehte, Cailin Frantz, Kim Loschiavo, and the second grade teachers</p>
<p>AI's Pals Implementation in Preschool</p>	<ul style="list-style-type: none"> ● Continue to expand the implementation of the AI's Pals program for social-emotional learning in Preschool, which is aligned to The Creative Curriculum and <i>Teaching Strategies GOLD Objectives for Development and Learning</i>. ● Collaborate with Student Assistance Specialists and school nurses to implement lessons. 	<p>Kate Rosander & Lori Lidofsky with Preschool Teachers, Student Assistance Specialists, school nurses</p>
<p>Teen Mental Health First Aid</p>	<ul style="list-style-type: none"> ● A grant from the Mental Health Association of NJ was received on September 13, 2022 to train and certify students in grade 11 on Teen Mental Health First Aid. It is an evidence-based training that teaches teens how to identify, understand and respond to signs of mental health and substance use challenges in their friends and peers. The training gives teens the skills they need to have supportive conversations with their friends and emphasizes the importance of getting help from a 	<p>Kristine Iarussi and Dave Heisey</p>

	<p>responsible and trusted adult.</p> <ul style="list-style-type: none"> • 10% of high school staff received an all day training on October 10, 2022 to become certified in Youth Mental Health First Aid to support students. 	
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Objective 2: *Design learning experiences that will develop students to be critical consumers of information, to make educated , well informed decisions, considering multiple perspectives in the decision making process.*

Description	2022-2023 ACTION	Lead Collaborator
Middle School Curriculum and Schedule	<ul style="list-style-type: none"> • Review and enhance the use of time at the middle school level in order to have our master schedule reflect what we value most: student achievement and choice 	Jocelyn Dumaresq and Kevin Holloway
Supporting Individual Growth Needs in Reading	<ul style="list-style-type: none"> • Analyze MAP Growth Reading and MAP Fluency data to support teachers with educating the whole child. • Conduct a Case Study- Identify students to follow as case studies (discuss data, trends, noticings, and wonderings with the BSI team). 	Kelli Dunston and Jordan Gribbin
Community Based Instruction and Life Skills	<ul style="list-style-type: none"> • Providing opportunities within our schools, as well as out in the community, to foster real-world, functional skills in a natural learning environment. 	Andrea Tomesko and the Department of Special Services

Objective 3: *Expand and diversify clubs and extracurriculars at all levels.*

Description	2022-2023 ACTION	Lead Collaborator
Administrative Support for Athletics and Activities	<ul style="list-style-type: none"> Reorganize the administration of the high school to include an Assistant Principal for Athletics and Activities. Implement an “Adopt a Team” program through which administrators can observe and support student athletes engaging in student life outside of the classroom. 	Dave Heisey
Featured Club Support and Expansion	<ul style="list-style-type: none"> The continuation and facilitation of the TMS Agents for Change Student Leadership Group; Continuation of the TMS History Day Club; Establishment of Elementary Lego Adventure Club. 	Ralph Gerace
ESports Team	<ul style="list-style-type: none"> Provide support for the SPFHS Esports team. 	David Heisey
Middle School Sports	<ul style="list-style-type: none"> Investigate the potential impact of creating a district funded middle school sports program. 	Ryan Miller

Objective 4: *Support the development of student agency through authentic learning, (e.g. STEAM, the arts, and counseling at all levels.).*

Description	2022-2023 ACTION	Lead Collaborator
Lego Adventure Club	<ul style="list-style-type: none"> Evergreen will host a Lego Adventure Club for 4th graders in the evenings 	Erin Mullman
SPFHS High School Heroes (Junior Achievement USA)	<ul style="list-style-type: none"> JA High School Heroes provides authentic leadership opportunities for high school 	Sarah Kaeli

	<p>students. High school students improve their understanding such as effective civil leadership, techniques that further teamwork, problem solving techniques to solve personal problems, etc.</p> <ul style="list-style-type: none"> From December 2020 - April 2023 members of the SPFHS FBLA will travel to each elementary school and deliver lessons to students on topics that connect to the standards they are learning but in the context of life literacies. 	
Community Based Instruction and Life Skills	<ul style="list-style-type: none"> Providing opportunities within our schools, as well as out in the community, to foster real-world, functional skills in a natural learning environment. 	Andrea Tomesko, DOSS
Social Issues Projects	<ul style="list-style-type: none"> As part of exploring the essential question, ““Can everyday citizens make a difference?” students in the Performance Assessment Design Initiative (PADI) class will develop action plans to address social issues. 	Heidi Novik, Amy Rutkowski, Colleen Gallagher, Victoria Vanoni, Susan Eryan and Jill Zarr, Robin Stayvas and Brooke Kaska-Esposito

Objective 5: *Enable students to explore multiple pathways to success, (e.g. colleges, trades, certification) through apprenticeships, mentorships and community based opportunities.*

Description	2022-2023 ACTION	Lead Collaborator
	Tomorrow’s Teachers internships	
Career and College preparation	<ul style="list-style-type: none"> Support student enrollment in Naviance registration and introduction (grade 9), Career Inventories (Gr 10), official start to the college search process (Gr 11), College 	Tim Donohue

	Applications and matriculation (Gr 12)	
Dual Enrollment	<ul style="list-style-type: none"> Develop Dual Enrollment and Articulation Agreements with local Colleges and Universities to include course offerings in the Program of Studies for 2023-2024 	David Heisey and Robert McGarry
Expansion of Vocational Skills and Community Based Instruction for Secondary Self-Contained Students	<ul style="list-style-type: none"> Create an additional Vocational Skills class at the high school Create new/additional opportunities for students to assist within the school day/buildings Trips within the community Phase one of A Daily Living Space at the high school Student partnership/work readiness within district media centers 	Andrea Tomesko and Department of Special Services

Objective 6: Assist students in navigating and understanding the resources their communities provide, (e.g schools, SP-F, local government, historical landmarks, outstanding citizens).

Description	2022-2023 ACTION	Lead Collaborator
Engage elected officials in learning activities.	<ul style="list-style-type: none"> Mayors of both communities will collaborate with students in the Performance Assessment Design Initiative program. Identify places in the elementary curriculum where it would be appropriate to engage elected officials. Create opportunities for students in 7th grade US History and Civics to engage with local officials. 	Brooke Kaska- Esposito and Noel Baxter

Goal 3: Community Partnerships and Engagement

To create a communication system that utilizes appropriate channels so all stakeholders receive information that is timely, concise, clean and balanced. These channels will be utilized to cultivate and continue awareness of existing and future community partnerships that will enhance the student experience and the larger district.

Objective 1: Identify which types of information are delivered through which channels of communication to reach all stakeholders.

Description	2022-2023 ACTION	Lead Collaborator
	<ul style="list-style-type: none"> District Health / Wellness Fair 	Holloway/Iarussi/TMS Counselors
High School Athletics Schedules	<ul style="list-style-type: none"> Free use app for google and apple mobile devices to communicate up to date athletic schedules for all High School Sports. App is available for all at “SPFHS Athletics” (App is active and currently available.) 	Ryan Miller
Media Center Open House	<ul style="list-style-type: none"> Media Center Open House facilitated in collaboration with the SP / Fanwood Public Libraries 	Keving Holloway and Phillip Yap

Objective 2: Create and maintain consistent messages between schools.

Description	2022-2023 ACTION	Lead Collaborator
District Logo	<ul style="list-style-type: none"> Create a district logo that provides a visual representation of the district’s mission. 	Joan Mast

District Newsletter	<ul style="list-style-type: none"> Publish a monthly district newsletter 	Joan Mast
District Alma Mater	Utilize the alma mater as a tool to coalesce the community around a common vision, “All to Here Belong”	Wayne Mallette and Music Department

Objective 3: Identify community experts who can partner with the district utilizing their particular expertise, (e.g. technology, communications, redevelopment planner).

Description	2022-2023 ACTION	Lead Collaborator
Women in STEM & Business Career Night	<ul style="list-style-type: none"> Engage community members in presenting the first SPFHS Women in STEM and Business Night 	Marjorie Fitzgibbons, Cindy Prybella, and Kristine Lockwood

Objective 4: Communicate the district resources, (e.g. supports for health and wellness).

Description	2022-2023 ACTION	Lead Collaborator
Caregivers Corner	<ul style="list-style-type: none"> Continue to publish the monthly newsletter. Include topics to promote mental health and wellness for families with students in grades PreK-5. 	Kristine Iarussi
Parent/Guardian Health and Wellness Fair	<ul style="list-style-type: none"> Provide an educational and interactive event designed to provide the community with local resources to prevent, treat, and address mental health needs for youth and families. 	Kristine Iarussi, Kevin Holloway, Rick Dorry, Mackenzie Conway, and school counselors

Objective 5: *Communicate and articulate partnerships for the whole community.*

Description	2022-2023 ACTION	Lead Collaborator
Kean Partnership with Students and Student Teachers	<ul style="list-style-type: none"> McGinn School Teachers and Principal have been working with Kean University professors to mentor sophomore field, junior practicum and students teachers 	Sasha Slocum, Dr. Susan Polirstok, Professor of Special Education at Kean, Professor Ron Karsen, Lecturer, Dorothy Lusk, Susan Bradley, Kristen Cecchini, Candice Testa, Perri Fuerst, classroom teachers
Special Education Parent Advisory Group (SEPAG)	<ul style="list-style-type: none"> The Superintendent and Department of Special Services Administrators have teamed with a group of parent leaders to implement monthly meetings for special education programs. A Special Education Parent Advisory Group, or SEPAG (sea-pag) is a state-mandated, district-level, parent-driven group charged with providing input to the local school district on system-level challenges in special education and related services. 	Joan Mast, Lisa Rebimbas, Diane Peneno, Andrea Tomesko

Goal 4: Facilities and Infrastructure

To improve and expand facilities so that we can provide safe, accessible and innovative modern spaces for all students that are sustainable (“green”).

Objective 1: *Maintain and upgrade facilities through green and sustainable solutions (HVAC, roofing, accessibility).*

Description	2022-2023 ACTION	Lead Collaborator
Five Year Facility Plan	<ul style="list-style-type: none"> • Segregate projects for potential referendum or capital reserve 	Nick Crupi and Christopher Jones
New Cleaning Protocols	<ul style="list-style-type: none"> • Implement new green cleaning procedures • Obtain Green Cleaning Certification 	Nick Crupi and Christopher Jones
HVAC Upgrades and Expansion	<ul style="list-style-type: none"> • Upgraded rooftop units at three schools • Initiated review of ESIP program that would expand HVAC 	Nick Crupi and Christopher Jones

Objective 2: *Create innovative spaces to promote learning that prepares children for their future and the education of the whole child, (e.g. network/internet, labs, recreational spaces, media centers and auditorium).*

Description	2022-2023 ACTION	Lead Collaborator
SPFHS Life-Skills	<ul style="list-style-type: none"> • Capital Project - To be bid in Spring 2023 	Nick Crupi and Christopher Jones
Enrollment Projections and School Capacity	<ul style="list-style-type: none"> • Explore options and funding mechanisms to address increased enrollment and programmatic initiatives. 	Joan Mast, Christopher Jones and Robert McGarry
Architect RFP	<ul style="list-style-type: none"> • Award contract in January 2023 	Nick Crupi and Christopher Jones

Objective 3: *Annually analyze the district's transportation plan to meet the state requirements and the needs of the community in a fiscally efficient manner.*

Description	2022-2023 ACTION	Lead Collaborator
Execute changes in processes as it relates to transportation	<ul style="list-style-type: none"> • Upgrade transportation software • Assign district drivers to complex routes 	Marisol Rodriguez and Christopher Jones

Objective 4: Prepare for the possibilities of: 1. Mandated universal Pre-K; 2. Expanding before care/after care.

Description	2022-2023 ACTION	Lead Collaborator
Before and After Care (BAC) Task Force	<ul style="list-style-type: none">● Review options based on agreed upon criteria● Committee meetings, established goals to improve services and address costs, drafted competitive bid, committee to review presentations and recommend provider for AY 2023-24	Jeanne Cleary, Christopher Jones, Committee including educators and business department staff