

Strategic Plan Goals

2021 - 2022

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.*

Activity/Initiative	2021- 2022 ACTIONS
Create a shared vision and philosophy of the district's commitment to diversity, equity and inclusion in the classroom.	<ul style="list-style-type: none"> ● Staff published the SPF Statement of Purpose and Belief: Diversity and Inclusion ● All staff were introduced to the statement on November 2, 2021.
Develop and communicate a shared understanding of the vision and philosophy among staff, students, families and community members.	<ul style="list-style-type: none"> ● PD Session - November 2, 2021 ● Publicly share Statement of Purpose at a Board Meeting ● Conduct follow-up discussions and activities in faculty and department meetings
Host family workshops and community conversations on topics related to the DEI vision and philosophy statement.	<ul style="list-style-type: none"> ● Institute for Teaching Diversity and Social Justice Parent event - October 6, 2021 ● Parent workshop modeled after Nov. 2 PD day (Spring 2022) (include student voice in the workshops)
Evaluate and revise curriculum to ensure meaningful implementation of the district's Statement of Purpose and Belief, and any related NJSLs and legislative mandates.	<ul style="list-style-type: none"> ● Conduct an audit of the curriculum to review how various mandates including the Holocaust, Amistad, Inclusive Curriculum, and DEI mandates are being addressed. ● Select criteria to evaluate curriculum for diversity, equity and inclusion ● Begin developing a scope and sequence of topics and concepts related to diversity, equity and inclusion to be addressed in the curriculum.
Provide teachers with resources and professional development to effectively implement the revised curriculum.	<ul style="list-style-type: none"> ● Institute for Teaching Diversity and Social Justice Cohort - August 2021 ● PD Session - November 2, 2021

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.

Activity/Initiative	2021- 2022 ACTIONS
<p>Enhance recruitment efforts by attending education diversity job fairs, job fairs hosted by HBCU’s and job fairs at colleges with a diverse student body, as available.</p>	<ul style="list-style-type: none"> ● 1/19/22- Attended NJSchoolJobs Virtual Teacher Recruitment Fair (31% of Resume Database are Diverse Candidates) ● 3/24/22- Kean University- In-Person Job Fair (72% of students are diverse) ● 3/25/22- The College of New Jersey Virtual Teacher Interviews (41% of students are diverse) ● 4/6/22- Attending Diversity in Ed Virtual Teacher Diversity Recruitment Fair. ● 4/6/22- NJSchoolJobs Virtual Teacher Recruitment Fair ● 4/8/22- William Paterson University- In-Person Job Fair (60% of students are diverse)
<p>Advertise in diverse publications and on diverse websites as well as on Social Media (Twitter, etc.).</p>	<ul style="list-style-type: none"> ● Quarterly Ads in the National Minority Update ● Quarterly Ads in the Equal Opportunity Employment and Education Journal. ● Future Postings on DiversityinEd.com Job Posting Board ● Future Twitter Blasts ● Post available positions on HBCU Job Boards and Publications.
<p>Review existing hiring protocols so that we capture strategies for diversifying our workforce.</p>	<ul style="list-style-type: none"> ● Assess hiring needs in March and begin the recruiting process as appropriate to have timely access to a diverse pool of candidates.
<p>Encourage SPF High School students to take Tomorrow’s Teachers course and track them through their college years with the hope of returning to SPF upon graduation.</p>	<ul style="list-style-type: none"> ● Principals will assist with recruitment of students to take the course. ● Principals meet with Tomorrow’s Teachers classes to speak about the teaching profession and working in SPF.

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.

Activity/Initiative	2021- 2022 ACTIONS
Assess strengths of current co-curricular offerings, identify opportunities for growth and develop and enact an implementation plan.	<ul style="list-style-type: none"> ● Student-led surveys and focus groups to identify strengths and weaknesses of our current co-curricular offerings.
The Quest program will continue to evaluate identification processes to improve proportional representation.	<ul style="list-style-type: none"> ● The QUEST department will review research and best practices for identifying gifted children within diverse populations. ● The QUEST department will assess identification processes to ensure they are aligned with best practices and latest research.
Provide professional development to special education teachers on district curriculum to ensure inclusion of special education students in instruction and programs to the maximum extent possible.	<ul style="list-style-type: none"> ● Special education teachers are, and will continue to be, included in all applicable content area curriculum trainings.

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

Activity/Initiative	2021-2022 ACTIONS
Design and implement a comprehensive SEL Program inclusive of self-advocacy and leadership.	<ul style="list-style-type: none"> ● Implement AI's Pals across Preschool Program ● Pilot Second Step in Grades K-4 ● Continue RULER (Recognizing, Understanding, Labeling, Expressing, Regulating) program at NMS ● Implemented SEL lessons at TMS
Assess formal leadership opportunities that exist at each grade level and consider areas in which diverse learners are underrepresented.	<ul style="list-style-type: none"> ● List of Clubs and officers. ● Include questions in student surveys to access student views on the opportunities to engage in leadership within their school community.
Communicate to families the opportunities that are available for students to self-select Honors and AP courses at the High School.	<ul style="list-style-type: none"> ● The High School will publish a document that will guide students to self-select courses based on their interest and passion. Guidance in implementing strategies for success will be accessible.

Objective 5: To expand on-going training opportunities for staff to include culture, identity, neurological diversity.

Activity/Initiative	2021-2022 ACTIONS
Develop and implement district-wide professional development to enhance teacher and faculty understanding of topics that help create classrooms where diversity is celebrated and all students feel a sense of belonging.	<ul style="list-style-type: none"> ● Create a comprehensive PD outline of the offerings that will be available to teachers in the 2022-2023 school year.
Create and implement monthly PD activities for faculty and department meetings to enhance understanding of diversity, equity and inclusion.	<ul style="list-style-type: none"> ● Professional Development Plan Scope and Sequence of activities. ● Create a reporting mechanism that captures Staff feedback. ● Provide Administrators with the text <i>Case Studies on Diversity and Social Justice Education</i> as a resource for discussion and reflection.
Offer after-school professional development workshops and book clubs that include supporting the vision and philosophy of DEI.	<ul style="list-style-type: none"> ● Publish PD Sessions and book clubs offered. ● Staff received professional development credit for participation, designing and leading sessions.
Offer after-school professional development workshops that support the vision of inclusion of students with special needs.	<ul style="list-style-type: none"> ● PD Opportunities offered to staff.
Support professional development for content area supervisors to enhance understanding regarding DEI in the content areas	<ul style="list-style-type: none"> ● PD workshop requests and conference reports
Form an Equity Leadership Team that networks with districts across the state.	<ul style="list-style-type: none"> ● Participate in the New Jersey Network of Superintendents to engage in equity work and share best practices with districts across the state. Provide the Administrative Council and the BOE with outcomes from participation.

Objective 6: To create district supported project-based learning focused on local social justice issues.

Activity/Initiative	2021-2022 ACTIONS
Create/strengthen partnerships with community based organizations focused on social justice issues.	<ul style="list-style-type: none"> ● Continue to work with the Borough of Fanwood and the Township of Scotch Plains to accomplish the mission of Truth Racial Healing and Transformation to

	better understand our common humanity and embrace that our community is not fertile ground for the seeds of hate.
Encourage community service among clubs and sports teams.	<ul style="list-style-type: none"> ● Report out on the Community Service accomplished in the curriculum, clubs and senior activities.
Explore curricular links and opportunities for classes to engage in social justice activities.	<ul style="list-style-type: none"> ● Audit all content areas for adherence to 18A:35-4.36a - Diversity and Inclusion legislation. ● Study the standards for Social Justice: Action ● Develop committee to examine findings and develop strategies so that our students will demonstrate empowerment and the necessary skills to act with others against prejudice and/or discrimination.
Create a Social Justice Academy at SPFHS	<ul style="list-style-type: none"> ● Present to curriculum committee ● Explore academy models ● Explore and decide on college credit options ● Collect data from student focus groups (current 8th grade and current high school students) ● Connect students to creative summer workshops and sports mentoring experiences

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

Activity/Initiative	2021-2022 ACTIONS
Review and report annually on efforts and outcomes related to the district policy on Affirmative Action Program - Policy 1140	<ul style="list-style-type: none"> ● Comprehensive Equity Plan Submission ● Annual Report of Policy Efforts and Outcomes
Evaluate current collections and add to collections to increase the diversity of perspectives, experiences and characters represented in the media center collections.	<ul style="list-style-type: none"> ● Conducted baseline audit ● Selected areas of focus to enhance collections
Promote diverse literature through lessons, communications, newsletters and book talks to ensure students, teachers and families are engaging with diverse literature.	<ul style="list-style-type: none"> ● Newsletters (such as Caregivers Corner) ● District Publications ● Curriculum Revisions ● Lesson plans (such as student book club choices, read alouds, etc). ● Community Book Talks

Develop guidelines for the future development of classroom library collections (texts being used for read alouds and independent reading).	<ul style="list-style-type: none"> ● Research best practices ● Conduct needs assessment (teacher survey)
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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 builds resiliency and space for risk-taking in a safe environment.

Activity/Initiative	2021-2022 ACTIONS
Select/Develop a comprehensive SEL Program P-8.	<ul style="list-style-type: none"> ● Implemented AI’s Pals (PK) ● Piloted Second Step (K-5) ● Implement SEL lessons at the middle school ● Continue w/Say Hello Lessons (Sandy Hook Promise) at the middle schools
Engage families in SEL through websites and other communication.	<ul style="list-style-type: none"> ● Caregivers’ Corner ● Website ● District Communications

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.

Activity/Initiative	2021-2022 ACTIONS
Professional Development for teachers on Diversity and Inclusion goals included in the Statement of Purpose and Belief: Diversity and Inclusion	<ul style="list-style-type: none"> ● PD Session - November 2, 2021
Implementation of Teachers College Reading and Writing Project which includes numerous read-aloud plans for	<ul style="list-style-type: none"> ● Professional Development and Year One implementation of Reading Workshop

each grade band (K-2; 3-5) that make diverse texts prominent and central within reading and writing workshops.	
Study and application of the Social Justice Standards throughout the curriculum revision process.	<ul style="list-style-type: none"> ● Administrative Retreat/Professional Development with the Institute for Teaching Diversity and Social Justice
Audit current curriculum using NJSLC Career Readiness, Life Literacies and Key Skills to determine where revisions can be made.	<ul style="list-style-type: none"> ● Create a matrix using the relevant NJ Student Learning Standards to identify places in the curriculum where the standards are currently addressed. ● Determine areas for enhancing curriculum based on this area of the NJSLC.

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

Activity/Initiative	2021-2022 ACTIONS
Engage school climate committees in creating and administering student and teacher surveys to identify needs and interests and establish new clubs at each school.	<ul style="list-style-type: none"> ● Recommendations/Plans ● Implement a middle school survey to identify needs and explore offerings.
Explore strategies to engage middle school students in athletic programs.	<ul style="list-style-type: none"> ● Report to the Board's Student Activities and Athletics Committee the relationship with PALs and other rec programs and how it supports HS teams.
Continuation and expansion of Club Inc, Students for Social Justice, Student Union for Neuro Diversity and other emerging clubs at the High School	<ul style="list-style-type: none"> ● Club enrollment and opportunities for students engagement

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

Activity/Initiative	2021-2022 ACTIONS
Support staff to design instructional environments that ensure personalized experiences for students.	<ul style="list-style-type: none"> ● Define personalized experiences to apply to this work. ● Create example lessons at faculty/department meetings. Share strategies on how we are creating an environment where every student thrives.
Review elementary instructional time	<ul style="list-style-type: none"> ● Time allocation review

Activity/Initiative	2021-2022 ACTIONS
allocations to determine where time for STEAM, SEL, etc. will fit. (will need curriculum development for where technology and media literacy are being taught - maybe in media center)	
Continue to expand the Arts Integration experiences for teachers and students through the arts integration specialist coaching and co-teaching with teachers in a wide variety of grades and subject matters.	<ul style="list-style-type: none"> ● Arts Integration project reports
Continue to offer PD in the arts to enable teachers to develop greater understanding of the variety of learning modes and expressive venues that the arts provide for them as adults and also for their students.	<ul style="list-style-type: none"> ● Provide PD Opportunities
Explore adopting a new middle school schedule that provides more opportunities for electives.	<ul style="list-style-type: none"> ● Create exploration team ● Study schedules and other schools, possibly visit other schools and begin to sketch out possibilities
Complete the assessment of the High School Block Schedule implementation.	<ul style="list-style-type: none"> ● The high school faculty is divided into Block Scheduling sub-committees (Professional Development, Study Hall, Authentic Learning opportunities and Unit Lunch. ● Each committee has met and will continue to meet providing feedback related to the topic of the sub-committee. ● Committees will review relevant data (e.g. number of elective courses taken by students) and develop recommendations for future actions (e.g. development of new elective offerings).
Gain feedback from students and staff regarding the various components of the Block Schedule.	<ul style="list-style-type: none"> ● Create surveys for students and staff inviting them to provide feedback related to the Block schedule and its many components.
Integrate the technology and design thinking standards throughout the curriculum.	<ul style="list-style-type: none"> ● Conduct an audit of where the technology and design thinking standards are currently being addressed and make recommendations for revisions.
Provide middle school students with an opportunity to demonstrate initiative and excellence in STEM	<ul style="list-style-type: none"> ● Middle school students will participate in a SPF STEM Celebration.

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

Activity/Initiative	2021-2022 ACTIONS
Develop Dual Enrollment and Articulation Agreements with local Colleges and Universities.	<ul style="list-style-type: none"> ● Met with representatives from Union County College, Rutgers University, Kean University
Continue and expand shared or full-time Vocational, Community Based Instruction, and Work Readiness experiences for students in high school special education programs.	<ul style="list-style-type: none"> ● Enrollment per IEP programs
Provide students with career awareness opportunities	<ul style="list-style-type: none"> ● Nettingham Middle Career Day ● Terrill Middle Women In Careers Symposium ● McGinn Elementary School Career Day ● School One Elementary School Career Day

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

Activity/Initiative	2021-2022 ACTIONS
Explore adopting a new middle school schedule	<ul style="list-style-type: none"> ● Create middle school exploration team ● Identify schedule options ● Identify staffing implications ● Identify course offerings
Provide for community-based instruction opportunities for middle school students in self-contained programs	<ul style="list-style-type: none"> ● Community visits
Continue and expand on Community Based Instruction opportunities for Special Education learners in the high school self-contained setting	<ul style="list-style-type: none"> ● Report of opportunities provided.
Explore opportunities for integrating local history and resources into the social studies curriculum.	<ul style="list-style-type: none"> ● Identify new social studies NJSLs that promote engagement with local history and government to

	determine where those activities will be integrated into the social studies curriculum.
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Goal 3: Community Partnerships and Engagement

To create a communication system that utilizes various appropriate channels so all stakeholders receive information that is timely, concise, clear and balanced and utilizing these channels 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.

Activity/Initiative	2021-2022 ACTIONS
District will continue to expand the use of Facebook, Twitter, Constant Contact, and the district website.	<ul style="list-style-type: none"> ● Number of followers ● Positive feedback ● Community knowledge of what’s going on
Press releases and relationships with our media outlets.	<ul style="list-style-type: none"> ● Published Press Releases
Administration can identify student initiated podcasts as a means to express student voice around district issues.	<ul style="list-style-type: none"> ● Published Podcasts
Identify students who will participate in monthly Board of Education meetings as student liaisons	<ul style="list-style-type: none"> ● Identify Selected Students
Review of Content and Format on District Website`	<ul style="list-style-type: none"> ● Feedback from Website Users

Objective 2: Create and maintain consistent messages between schools.

Activity/Initiative	2021-2022 ACTIONS
Principals at each level will share communications with each other and the	<ul style="list-style-type: none"> ● Community Feedback

Superintendent at administrative meetings to support each other in best practices.	
Implement a School software calendar system that will coordinate and communicate school and district wide events	<ul style="list-style-type: none"> ● Published Calendar
Collect good news at monthly Superintendent Liaison meetings from each school to share at admin. meetings.	<ul style="list-style-type: none"> ● Published Press Releases

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

Activity/Initiative	2021-2022 ACTIONS
Survey the community to understand their skill set.	<ul style="list-style-type: none"> ● Data Base
Tap the expertise that we need on district committees	<ul style="list-style-type: none"> ● Committee Rosters
Invite various professionals to participate in career days	<ul style="list-style-type: none"> ● Career Day Programs

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

Activity/Initiative	Indicators of Success
Create a position: Director of Counseling, Health and Wellness	<ul style="list-style-type: none"> ● Personnel Agenda
Move the Student Assistant Specialists monthly newsletter “Caregivers Corner” into Constant Contact for streamlined design and branding across the district communications	<ul style="list-style-type: none"> ● Community Feedback

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

Activity/Initiative	Indicators of Success
Compile a comprehensive list of community partners & provide links to their respective websites from the District website	<ul style="list-style-type: none"> ● Website
Communicate district partnerships, initiatives and activities with New Jersey Network of Superintendents and The Tri-State Consortium	<ul style="list-style-type: none"> ● Reports to the Board

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, (e.g. HVAC, roofing, accessibility).

Activity/Initiative	2021-2022 ACTIONS
Facility Condition Assessment by Dude Solutions	<ul style="list-style-type: none"> ● Evaluate and assess the conditions of major assets including all mechanical components, roofs, building skins ● Update preventive maintenance schedules to improve performance, extend life cycles of equipment and ensure efficiencies ● Additional Capital Forecasting software for planning replacement and upgrades
Architect of Record to recommend sustainable plans to reduce costs and increase efficiencies	<ul style="list-style-type: none"> ● All boilers were replaced within the last 7 years. Improve work order schedules in the PM system. ● LED light replacements - Create a schedule for completion ● RTU’s are replaced with energy efficient units, including Bipolar Ionization. Create a

	<p>schedule for completion.</p> <ul style="list-style-type: none"> ● Roof replacements to include reflective coating. Complete a schedule for district wide completion. ● Restroom renovations include auto valve shutoffs and automated flushers. Create a schedule for completion by June of 2023. ● Dropped ceilings to support heating and cooling. Create a schedule for district wide completion by June 2023.
Energy for America provides controls for heating and cooling set points, on/off control and schedule control of all unit ventilators and most RTU's .	<ul style="list-style-type: none"> ● Evaluate contract benefits ● Schedule tie-ins to all new equipment if continuing with contract
All building multi-purpose rooms were provided separate controls for AC and heating to allow targeted use of these systems without the need to heat or cool the full facility for before and after care programs.	<ul style="list-style-type: none"> ● Evaluate schedules and compare to facility usage.
In accordance with the NJ State Buildings and Grounds Association, the district purchases Energy Efficient and Green Label products. Evaluate and create protocols to ensure compliance.	<ul style="list-style-type: none"> ● Include protocols in PO processing

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 auditoriums).*

Activity/Initiative	2021-2022 ACTIONS
Obtained a Capacity Study from our architects to examine current and projected needs to meet programming goals	<ul style="list-style-type: none"> ● Capacity Study completed and includes the input of Administration to address growing enrollment and program development needs to support curriculum initiatives. ● Met with administration to discuss goalsCoordinating with Superintendent and Business Administrator to develop a Project List to address appropriately
Identify priorities related to upgrading the High School Auditorium.	<ul style="list-style-type: none"> ● Initial meeting was held with HS Principal, Supervisor of Fine Arts, Director of Buildings and Grounds, and Director of Bands to discuss the needs and suggested improvements for the auditorium.

HS Media Center	<ul style="list-style-type: none"> Restoration of the media center from Hurricane IDA damages has driven upgrades as Phase 1 for updating this space to better meet the needs of students and teachers.
Engage in conversations and planning for a Daily Living Room at the HS for self-contained daily life skills to be utilized by the HS and MS self-contained populations	<ul style="list-style-type: none"> Daily Living Room at the HS is on the summer 2022 project list for completion. Engage staff to identify and develop spaces at the middle schools that considers individual student needs and post graduation transition goals to prepare to be independent citizens with the skills/training needed to navigate daily living tasks.

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.

Activity/Initiative	2021-2022 ACTIONS
Review operations and identify pain points	<ul style="list-style-type: none"> Executed bus routes despite significant bus driver shortage Created transportation report and presented findings to the public
Transportation report pain point action items	<ul style="list-style-type: none"> Upgrading transportation software Executed bus lease from current bus company Approved athletic bus bid Provided customer service training and new elevation process Created daily contact process with bus company Remapped TMS bus routes for efficiency Increased substitute drivers by engaging internal employees Hired bus driver prior to certification and assisted in the process Met with executive level management at the bus company

Objective 4: Prepare for the possibilities of: 1. Mandated Universal PreK; 2. Expanding before care/after care.

Activity/Initiative	2021-2022 ACTIONS
Create action plan to be shared with	<ul style="list-style-type: none"> Draft is created with scheduled to be shared

administration and school board members

with internal stakeholders.