

Kittatinny Regional School District

Strategic Plan Outline/Update

April 17, 2014

Goal Area #1

Curriculum, Instruction and Assessment – Increase elective course offerings and flexibility in elective course offerings

A. Ensure all elective course offerings are relevant

- a. Review full list of electives tagging each elective as relevant or should be considered for revision replacement – January 2016
- b. Set in place a plan to revise or replace courses as necessary – January 2016
 - i. **This is done annually at the building and central office level**
 - ii. **We have reviewed the elective offerings for the 2014-2015 year and have made the following changes:**
 1. **Reduced the photography class sections and introduced a new digital photography sections (2) for students**
 2. **We have re-instituted the keyboarding classes for 7th and 8th grade BACE as part of our plan to address PARCC testing needs**
 3. **We have combined our level 3 and 4 sewing and this allows us to offer an additional section of Personal Finance (required course)**

B. Revise current six elective rule to allow students the option of taking academic courses as electives

- a. Review course of requirement for 6 elective rule – school vs. state – September 2016
 - i. **We have discussed on multiple occasions at the administrative and the departmental level the need for evaluation of the 6 elective rule especially in light of new state requirements like personal financial literacy**
 - ii. **We have reviewed the history of the requirement and it leads back to developing a well-rounded student and the requirement for all students to be enrolled in at least 7 classes per academic year.**

1. **We will be continuing our discussion at the administrative level and we will make a recommendation to the BOE about our need to create more flexibility for students in the 6 elective realm**
 2. The target date for this is the 2015-2016 school year
- b. Propose revised rule that allows students more flexibility in choosing electives – require less electives but do not decrease number of credits needed for graduation, or allow additional academic classes to be taken and counted as electives – September 2017
- i. **As stated, we are currently in the process of evaluating the necessity of this local requirement and there will be recommendations to the BOE in the future**
 - ii. There is a possibility that the recommendation may include the substitution of academic courses that may count toward graduation and may supplant the elective requirement to increase academic rigor

C. Improve advanced arts/Music/Technology Student Association

- a. Review current arts and music elective offerings - 2017
 - i. **We have completed this task annually and we have recommended new sections of classes in the music area for the 2014-2015 school year**
 - ii. **We will be reducing the Fine and Performing Arts area of music allowing for more individual instruction as requested by the staff**
 - iii. **We will be adding a section of AP Music Theory for the 2014-2015 year**
- b. Enhance the current arts and music offerings by revising existing courses and/or offering additional courses – 2017 – SEE ABOVE
- c. Review the current TSA offering – September 2018
 - i. There has been no specific movement in this area.
 - ii. **We have begun the push and added a STEM Robotics course for the 2014-2015 year as part of our push to improve implementation of STEM**
- d. Recommend ways to enhance the current TSA offerings – January 2018 – SEE ABOVE

D. Include more business electives

- a. Review current business elective offerings – 2018
 - i. **We have re-introduced keyboarding for the 2014-2015 year as a needed elective for PARCC readiness**
 - ii. **We annually look at our business offerings and decide which courses will run and which will be cut dependent upon enrollment**
- b. Enhance the current business offerings by revising existing courses and/or offering additional courses – 2018

- i. There has been no specific movement in this area beyond the change of keyboarding and the recent addition of Personal Financial Literacy
- ii. We will have to address all Business offerings as we move forward with new staff after recent retirements

E. Create a program that better prepares students for SATs

- a. Assess student preparedness for SAT/ACT tests – 2018
 - i. **We have now added an in-day administration of the PSAT for all Sophomores and Juniors which we can assess their readiness and preparation for the SAT**
 - ii. We have not instituted this type of program for the ACT
 - iii. We will need to address how we will approach remediation in this area
- b. Incorporate SAT/ACT prep as part of the elective program – 2018
 - i. **We currently offer non-elective courses taught by our staff in the evening that the BOE has approved and covered the costs**
 - ii. We have discussed a possible class elective, but have not moved forward as we have other priorities in the academic areas as listed previously

F. Offer more ½ year electives

- a. Review current (and newly proposed) elective offerings to see if any warrant modification to ½ year courses (SAT/ACT or prep courses) – 2018
 - i. **There has been no specific movement in this area beyond our annual review of class offerings for the 2014-2015 year**
 - ii. We do have to be careful in the addition of ½ year courses as there must be an accompanying course to back up to the ½ year course
 - iii. There may also create personnel issues as we have to still address the new CCSS endorsed by our Department of Education
- b. Modify courses as needed to realize ½ year course offerings – 2018
 - i. We have adjusted our current offerings for the 2014-2015 year with the same scheduled sections of ½ year courses
 - ii. Beyond the annual review, we have not had any specific movement in this particular area

G. Offer opportunities for students to take online courses – during the school year and/or perhaps as a summer program

- a. Review current elective course offerings to see which courses may be taught effectively as online courses (offerings personal finance as an online option may allow students room to take an additional course during the regular school year) – 2018

- i. **We have discussed the option of online courses and their use within our regular curriculum at all levels of the organization**
 - ii. **We have instituted a Board policy of allowing online credit recovery for students in need of summer credit**
 - iii. **We have instituted a new Alternative Education Program as of the 2013-2014 school year that is a blended learning with in-class and online instruction.**
 - iv. We have not moved forward to supplant our current curriculum in regular education with an online version of the curriculum
 - b. Investigate offering online courses from other online academic sources – 2018
 - i. **We have investigated online curriculum resources as a part of the initial program to allow summer credit recovery online**
 - ii. **We have chosen state approved providers for our summer credit recovery options and we continue to supervise all tests and finals as part of the summer credit recovery program**
 - iii. **We have added a blended program through our Alternative Program and have utilized an online curriculum to enhance the classroom opportunities with a more flexible class curriculum**
 - iv. There has been no movement to replace or supplant current in-house curriculum offerings with online classes in the area of personal financial literacy
 - c. Investigate offering a flexible elective period where students can take a multitude of elective classes – 2018
 - i. We have had no movement or discussion regarding this goal

Curriculum, Instruction and Assessment – Implement a High Performance Academic Culture

A. Career Inspiration – Inspire students by giving them a vision of what they are working toward

- a. Career Inspiration – In House: Review and improve career exploration activities to ensure all activities are relevant, enriching and motivational – June 2014
 - i. **Currently we have implemented a personality inventory for all Junior High students through our Naviance program that discusses and outlines career opportunities for students**
 - ii. **All Junior High students are required to be part of the Business and Career Exploration program and transition through 2 cycles in each year of junior High**
 - iii. **There has been minimal progress on employing the use of “guest speakers” in the career exploration area.**

iv. I am currently working with the Chamber of Commerce to develop a list of interested business speakers that can be utilized for school career exploration

b. Career Inspiration – Externally Focused: Convey to students the multitude of jobs, career, businesses, professions available stressing the availability of positions in all areas of interest and the need for leadership throughout – May/June 2015

i. SEE ABOVE

ii. Beyond the above focal areas we have not had additional movement in this area

B. College Inspiration – Inspire students by giving them a vision of what they are working toward

a. Students could go to the library to take an online course during the school day

i. There has been no movement in this particular area

b. Modify courses as needed to realize online offerings – 2018

i. The Board has approved summer credit recovery courses and the new Alternative Education Program

ii. There has been no other movement toward online courses at this time

c. College Exploration – In House: Review and improve college exploration activities to ensure all activities are relevant, enriching and motivational – 2015

i. Guidance Department annually reviews their college education program and makes appropriate changes to the program

ii. There has not been any additional movement in this area beyond the annual evaluation

d. College Exploration – Externally Focused: Educate students on the various academic levels of colleges available and start early (middle school), to make sure students have the opportunity to align their middle and high school endeavors with their college ambitions – 2016

i. There has been no movement in the area of college exploration at the Junior High level and this is an area to address moving forward

ii. The Guidance Department has many college visitation days and promotes the attendance of a 3 in-house College days offered to all juniors and seniors of Kittatinny

iii. There has been no movement to draw down the college exploration beyond 10th grade at this time

C. Optimize opportunities for all students

- a. Revise course requirements do honors scheduling is more flexible (break the linkage between math and science and between social studies, literature and English to avoid holding back students that excel in specific area – 2016
 - i. **Administratively we have discussed how we can break the linkage between academic areas to meet the needs of the students and we are currently trying to schedule teachers so that there is no longer the linkage in the Junior High**
 - ii. **We have discussed this same problem with the high school curriculum and the department supervisors are having grass roots level discussion with staff to address the issue of flexibility in the honors/AP program**
 - iii. Beyond the Junior High action and discussions, we have no other movement in this area

D. Raise academic standards in all sections to be consistent with the highest standards in each area

- a. Review current academic standards – both area targets and actual, to identify range of standards being applied in each area – 2014-2018
 - i. **There has been discussion about academic standards for over a year at the teacher level and the administrative level.**
 - ii. **I have recommended that we develop a PLC in the 2014-2015 year to further discuss the issue regarding academic standards**
- b. Normalize academic standards to the highest in each area – 2014-2018
 - i. **We have had discussions of the different academic standards between classrooms, but the discussion has certainly lacked on how to properly address this issue**
 - ii. WE will need to work with our staff to address this aspect of the plan

E. Enhance academic extra-curricular activities

- a. Reading Enthusiasts Club: Foster a love of reading by establishing a reading/literature club for reading enthusiasts...not necessarily a club where all read the same book at the same pace, but instead a club where students that love reading come together to share and nurture their enthusiasm for reading – September 2014
 - i. There has been no movement forward with this goal
 - ii. **Our current focus in the LAL area is on writing and we are currently involved in the National Writing Project with our staff and some of the sending districts**

- b. The club would plan outings to special libraries, special book clubs, book signings - 2015
 - i. There has been no movement forward on with this goal
- c. More use of the library for reading during student “free time” and even after school – 2015
 - i. **We have already moved most of our study hall periods to the library so that there are resources available and due to constrictive supervision needs**
 - ii. **Students are allowed to go to the library during free lunch time to read**
 - iii. **After school library supervision has been established with the help of a teacher who volunteers to supervise the library from 2:15 to 3:15pm in exchange for reporting to school prior to period 2 in the morning.**
- d. Additional Academically focused extra-curricular clubs: Research existing and desired academically focused clubs – 2016
 - i. **We have recently added a robotics program at the 8th grade level and we are expecting to institute more STEM activities both in an academic setting and in an extracurricular setting.**
 - ii. No other movement forward has occurred over the past two years in this goal area
- e. Enhance and/or establish other academically focused extracurricular clubs
 - i. SEE ABOVE – STEM

F. Best Practices

- a. Allow teachers time to discuss and compare teaching strategies to foster alignment toward best practices – September 2017
 - i. **We have common planning periods and teaming at the 7 and 8th grade levels to allow for this to be accomplished**
 - ii. **We have done some common professional development with our sending schools and we have planned another PD day at KRSD in September with our sending schools and a component of this day will involve the future planning of school visits between teachers from each school and more articulation with teachers between districts. We will begin with common departments and meeting with grade levels 1 grade above and 1 grade below. We will also have classroom cooperative visitations between schools that will be scheduled as we complete our September PD meeting**
 - iii. Additional articulation between departments and grade levels is encouraged and should be planned as we move forward to align our goals as a region.

- b. Foster teacher peer critiques and collaboration toward best teaching methods and techniques – September 2017
 - i. **The new Achieve NJ really controls the process of teacher evaluation and encourages peer teacher observations**
 - ii. **We have recommended and required staff in need of improvement to conduct peer classroom observations to help model appropriate classroom teaching techniques**
 - iii. The number of occurrences beyond those two reason has been minimal and we could look at development of a PLC or contractual language that may require such collaborative visits
- c. Student course evaluations – 2018
 - i. There has been no movement in the goal area
 - ii. Sometimes class enrollments are appropriate indicators of the success of a particular class offering although this may not be the case in all sections
- d. Student teacher evaluations
 - i. I am not sure how the contractual language would fit into this goal area, but it is certainly an area that should be discussed as a supplement to a professional observation
 - ii. No movement forward in this goal area has been achieved

G. Schedule shift to optimize student learning

- a. Throughout the week, shift class periods to alternate when students have certain classes during the day (each day start with the next class period, or perhaps swap the morning and afternoon class periods so students don't always have the same class either first thing in the morning or last thing at the end of the day)
 - i. **The only shifting of the class day we currently employ in with our cougar schedule and with our ½ day schedule**
 - ii. There has been no other movement forward in this goal area

Goal Area #2

Facilities and Finance

Creating Additional Sources of Project Funding

Develop a Needs and Wants List

Needs – Health/Safety/Green Facility Items

Wants – Desired Upgrades to Facilities

Easy:

Relocate Environmental Science classroom to a larger room – 2013/2015

Initial Discussion have been had over the past year – Have to look at overall science room renovations

Consider relocating junior high office to E120 and possibly combine with a junior high counselor and CST – 2014/2016

Initial discussions have been had for 2 plus years - \$\$

New camera and buzzer for an E-Wing Entrance – 2014/2016

Currently working on a number of camera and security upgrades

Touch-ups around campus (sidewalks, paint, campus wide signage) – No Date

We have continued to do point work on curbs and are replacing all sticker signs and other signage on the campus as of February of 2014

Hard:

LED marquee sign on Halsey Road for announcements and information

Renovate bathrooms near main entrance (often used by the community) – 2016/2018

These bathrooms received an upgrade to the stalls in 2011

Upgrade/Renovate Auditorium (seats, wall coverings, sound lighting, ceiling) – No Date

Recently we have formed a committee to address the needs of the Auditorium area including the ones stated in the strategic plan

We are currently replacing the sound board as our current sound board failed and would not be considered for repair as it is no longer functioning to the level of our needs – 2014/2015

Stadium upgrade (turf field lined for multiple sports, new bleachers with team rooms for athletic trainer facility under home bleachers and Track equipment storage under visiting bleachers, build a bathroom facility) – 2015/future

Weight room building (could be located adjacent the pool and allow separate entrance from the school so the community could have access to room) – 2015/future

We have had discussions or a number of years, but no movement

Look into creating a Low Ropes Course and a Par Course on campus – 2016/2018

There has been no movement forward with this goal

Improve insulation of exterior doors – 2014/2016

We are adding the front entrance vestibule which will improve this area

No other movement in this area

Improve interior ventilation: Air Conditioning in gym, locker rooms, Auxiliary gym, locker room showers, offices and air conditioning in exterior classrooms – 2015/2018

This has been on LRFP for 5 years and we are planning on working with grant money and capital reserve funds for possible improvements in Summer 2015

Investigate composting options – 2014/2016

Spent a year researching options for greening of the campus in 2008-2009 - \$

Intensify school wide recycling program – 2014/2016

Create a Kittatinny Educational Foundation – 2014/2018

Discussions have been held as of 2010

No additional movement forward as of this time

Improve and strengthen the current KRHJS Alumni Association – 2014/2018

No movement in this area at this time

Goal Area #3

School Climate and Culture (All are 1-5 Year Goals)

Increase the level of pride in KRHS felt by students, faculty, staff, administrators, alumni and the community at large.

To improve student self-esteem through a variety of concerted academic and extra-curricular programs (benefitting both target and volunteer populations)

A. School Pride – Increase level of pride in KRHS felt by students, faculty, staff, administrators, alumni and the community at large

- a. Create a recognition program similar to Josten's Renaissance program which rewards students for positive behavior
 - i. **We currently have a number of student recognition programs recognizing positive behaviors**
 1. **Student of the Month (2 each grade each moth)**
 2. **Hampton Rotary SOM – 1 Senior KRHS student per month**
 3. **Caring awards**
 4. **Numerous other awards**
 - ii. There has been no other movement to increase this i.e. Josten's recognition program
- b. Hold an activities fair every fall to promote non-athletic extra-curricular activity
 - i. **We do have annual class level meetings with the opportunity to market our co-curricular programs**
 - ii. There has been no other movement to develop a fair for co-curricular activities
- c. Hold a Spirit Week/Pep rally every season that celebrates both athletic and non-athletic extra-curricular activity

- i. **We have held Spirit Weeks and Pep Rally activities annually, but most often in the fall season**
 - ii. **Other activities are recognized during the Pep rally activities like the band and other active clubs**
 - iii. There has been no additional movement to increase the number of Pep Rally activities
 - iv. There has been no movement to increase the activity of co-curricular clubs in the activities of Spirit Week
- d. Convene a special convocation at the start of every academic year at which a theme for the year is articulated by the Principal, setting the tone for the year among students, faculty, administrator and staff
 - i. **We do develop a theme for each year like the theme starting this year was DEAL Excellence**
 - ii. We have not held one large gathering or convocation to convey the theme rather we have met in smaller groups with vested parties to discuss thematic activities.
 - iii. There has been no other movement in this goal area
- e. Utilize the Peer Leadership Program to a greater extent, providing more opportunities for individualized contact
 - i. **We do match up incoming 7 and 8th grade students with upper grade peers**
 - ii. They develop activities and ice breaker games to increase the comfort level of the new students.
 - iii. There has been no other movement forward in this goal area.

B. Esteem Building – To improve student self-esteem through a variety of concerted academic and extra-curricular programs (benefitting both target and volunteer populations)

- a. Extra help widely advertised: teacher extra help hours, National Honor Society tutoring and other activities
 - i. **All faculty members have clearly posted extra-help hours on their classroom doors as mandated last year**
 - ii. **We continue to utilize NHS students for extra help sessions and tutoring**
 - iii. **The BOE and Administration has budgeted for extra-help in the form of our after school tutoring program**
 - iv. **The BOE and the Administration has budgeted for one to one mentoring with an academic component both through the use of Title funds and through the general budget of KRSD**

- v. Many programs exist in the extra-help/tutoring realm currently and we will continue to develop programs that meet the need of struggling students
- b. Develop and financially support more non-athletic extra-curricular activities
 - i. **KRSD has a history of developing new activities and supporting them financially**
 - ii. **The district will continue to use the pre-developed process of adding co-curricular activities with a probationary period of 2 years before adding the activity to the official slate**
 - iii. **We did survey the students as part of the strategic plan and most seemed comfortable with the current level of school activity**
 - iv. We have not surveyed the students specifically about co-curricular offerings, but that could be a future activity for the strategic plan
- c. Utilize Peer Leaders, Lindsey Meyers Teen Institute (LMTI) participants, character education volunteers, Crossage and NHS members to a greater extent for esteem building activities, themed weeks/months and other efforts, not limited to, but including HIB education and character development programs
 - i. **We currently use these groups to assist in and develop school programs in the areas of academics and HIB**
 - ii. **We can continue to develop and expand upon these relationships and allow the students to take a more active role in the peer education process**
 - iii. **There is continue movement to develop student focused preventive programs for both substance abuse, HIB and other socials issues that school age children face each day.**

Goal Area #4

Communications

Improve the image of the district in the community

Increase communications with all Kittatinny Regional School District stakeholders via electronic and print media

A. Create a public/community relations (P/CR) position

- a. Manage KRSD image in the community by hiring FT/PT staff member to coordinate public occasions, capital campaign, other fundraising and grant writing – Salary to be shared by all the schools in the KRSD (Personnel reports to an administrator in each building for approval of material

- i. **Kittatinny does have a stipend position of public relations responsible for all picture taking, article writing and distribution to all local media and newspapers**
- ii. **There are certain restrictions in law and regulation that prevent schools from hiring a full time public relations employee**
- iii. **Grants are individually driving by department and usually are written to fund perspective local projects by employees**
- iv. **There has been additional movement on this goal**

B. Build greater awareness of services offered and successes achieved

- a. Create an informational flier to be included in the Summer 2014 tax mailing of the KRSD to assess how the community would like to receive information about KRSD activities – via the website or a mailed hard copy
 - i. **There have been minor discussions on use of the website and adding a community link to the new site**
 - ii. **There has been no other movement in this goal area**
- b. Improvement of electronic communication: clearer procedures and content in mass phone and email messages (Honeywell text and call/Naviance messages)
 - i. **Each year we discuss our mass communications system and make recommendations to improve the system. This year we did have 2 failures of the system that were investigated and corrected with additional servers from our vendor. Through these discussions, we have continually improved the process and procedures for using our mass communication media**
 - ii. **All communications from KRSD go through a two-step approval procedure first approved by the school principal and follow-up approval from the superintendent**
 - iii. **All communication via Naviance are first sent to the staff for their review prior to sending it out to our community.**
- c. Create a community link at our website
 - i. **I am currently re-designing the website and it will include a community news link**
 - ii. **We will need to develop a policy and procedure for posting at the community website link of our new webpage**
- d. Create a “Welcome to Cougar Country” packet to new residents to be available at municipal buildings and realtors
 - i. **There has been no movement in this area**
- e. Emergency means of disseminating information to the community

- i. **We have three modes (Naviance; Instant Alert; Website) of emergent communications for KRSD**
 - ii. We could develop a community wide notification system if this is desired
 - f. Purchase and installation of electronic signboard for daily updates about KRSD activities
 - i. There has been no movement in this area
 - g. An/or Installation of a scrolling marquee to be places on Halsey Road at the school entrance
 - i. There has been no movement in this area

Goal Area #5

Pre-Kindergarten to 12th Grade Articulation

Expand regional coordination and articulation with all sending districts

Work to standardize curriculum across all sending districts

Coordinate curriculum, professional development and staff evaluations with all sending districts

Discuss the implementation of expanded shared services where beneficial to our district

A. Regional coordination and articulation with all districts – Initiate articulation for the purpose of regional curriculum development

- a. Teachers meet four times per year grades 6-7 (2014); Teachers meet four times per year grades 5-8 (2015); Teachers meet four times per year grades 4-8 (2016)
 - i. **We have begun grade level meetings as of 2012, but did not meet last year – We are going to re-instate this practice**
 - ii. **We are developing a Region Wide Professional Development day on the first in-service day in September 2014**
 - iii. We must get buy-in from sending districts that this is important to the articulation of academic programs
 - iv. The meeting will allow for time to schedule additional meeting times with release time for teachers
 - v. It is my intention that this practice will continue and expand
- b. Agenda Development - 2104
 - i. These meetings will be agenda driven and will be minute recorded
 - ii. Agendas will be academically focused and will allow for professional dialogue
- c. Develop schedule for all schools for quarterly meetings
 - i. Please see outline item (a.)
 - ii. It has been discussed but further action has not occurred

- d. Establish release time for development (i.e. in-service days)
 - i. This would be expected as part of the strategic plan
 - ii. All sending districts would have to agree for release time as per current collective bargaining agreements

B. Standardize curriculum across all districts – Develop standardized Pre K-12 curriculum templates (mapping)

- a. Review templates from all districts
 - i. **Currently we revise and develop curriculum, as a region and we all receive the finalized curriculum from K-8 in a format that is exactly the same for each school**
 - ii. **Each sending school take the region wide curriculum and adapt it to their own educational institution**
 - iii. **We have worked together to formalize the recent revision of the gifted and talented curriculum as a region unifying the name, identification processes and procedures for each school**
 - iv. **We do need to generally normalize the remainder of the curriculums so that students are arriving at Regional school with like skill sets**
 - v. No other movement has been made in this area
- b. Review curriculum develop unified template
 - i. **This has already been completed and each school is following a prescribed curriculum template provided by regional coordinator**
 - ii. More has to be unified in the future
- c. Revise/review template (mapping)
 - i. See Above
 - ii. More movement must occur in the curriculum mapping area
 - iii. This would be a very appropriate activity for Regional grade level meetings
- d. Oversight of implementation of standardized templates (mapping)
 - i. See Above
 - ii. More movement must occur in this goal area with the cooperation of all regional school districts

C. Regional District Administrator – Coordinate curriculum, professional development and staff evaluations

- a. Establish hierarchal organizational charts for all districts
 - i. **We do currently have a regional coordinator of curriculum – No local involvement in curriculum or professional development**

- ii. **This should be a Regional Goal of all school districts**
 - iii. No additional movement in this area at this time
 - b. Investigate positions in other areas and current coordinator position
 - i. **Current position is at a Regional level only and not local**
 - ii. No additional movement in this area at this time
 - c. Establish position and job description of regional district administrator and local educational agency
 - i. **Current curriculum coordinator is at a Regional level**
 - ii. No additional movement in this area at this time