

Kittatinny Regional School District

Strategic Plan Outline/Update

February 11, 2016

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
 - i. Each Spring this is accomplished and we did have to drop sections of sewing and add sections of Financial Literacy for grades 9-12 students due to state mandates.
 - ii. We are currently assessing the viability of the sewing elective program and the student interest levels.
 - iii. **We are looking at keeping sewing at its current levels and expanding the STEM program into the sewing room for better facility use for 2016-2017**
 - iv. **We have made numerous changes, including a number of course changes to best meet the needs of the students including the physics and chemistry changes adding a class for CP students**
- 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 continued to change our Physics curriculum and we now offer 2 levels of Physics by adding to the course selection a Physics A/b and a Physics B/C
 - iii. We have added a 6th Woods course to meet the needs of the students and in addition 1 course will become a 2 period class to work on school related projects
 - iv. We have revised the 7/8 grade Language Arts Program to move away from a Literacy Reading and Grammar Class to a more comprehensive Language Arts Literacy curriculum to be taught by each educator.

- v. We are currently revising our ELA program and developing PD summer activities for the entire KRHS region.
- vi. We are developing Next Generation Science Standards PD for K-8 so that the teachers are well versed in the new standards and the “non-specialists” can prepare students in the new teaching methods.

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 continued to develop and add new policies regarding class audits and the specifications that would allow a student to audit a class in the junior and senior year – The first revision was not well accepted by the staff this week so we are in the second revision stage.
 - ii. We continue to discussed the need for evaluation of the 6 elective rule especially in light of new state requirements like personal financial literacy at the Departmental Level of the school - **ONGOING**
- 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

C. Improve advanced arts/Music/Technology Student Association

- a. Review current arts and music elective offerings - 2017
 - i. We have increased the budget line item for instrumental music so that they can purchase more equipment for the program.
 - ii. We have insulated and sound proofed the practice rooms so that the program instruction is not interrupted or disturbed by additional local practice
 - iii. We are continuing to explore the ideas of “large” musical performances here at KRHS for the benefit of the students and community. (Count Bassie Orchestra)
- 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. We continue to expand STEM and are now offering the STEM program in 8th, 9th, and 10th grade areas. We have proposed a trip to a STEM

conference for 10 selected students and we will continue to expand our funding for additional STEM activities.

- ii. We have added an additional 3 – D printer to the program with higher level capabilities. Larger projects can now be completed.
 - iii. We are supporting the continued development of a competitive Robotics Club that will compete more at a state level up from local competition. The program selected the FIRST program.
 - iv. **We are in the process of examining what room fits our STEM program best and we will be moving into the sewing room for the 2016-2017 year.**
 - v. **We are starting a new policy where we will be encouraging students through their teachers to develop ideas for murals and publically displayed works of arts for the students including a display area in the creative arts area. This will include the possibility of using ceiling tiles as a canvas.**
- d. Recommend ways to enhance the current TSA offerings – January 2018 – SEE ABOVE
- i. **By building the STEM program at KRHS we will inherently be developing the basic building blocks to strengthen the TSA Program at KRHS**

D. Include more business electives

- a. Review current business elective offerings – 2018
- 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

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 adjusted our administration dates to better meet the needs of students and not conflict with other school activities.
 - iii. We have suggested activities for teachers to continue to familiarize themselves with the new SAT exam.
 - iv. **We have added additional testing days for the ASVAB as part of our testing program and standardized testing experiences for students.**
- 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

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 2015-2016 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
- b. Modify courses as needed to realize ½ year course offerings – 2018
 - i. There has been no specific movement in this area beyond our annual review of class offerings for the 2015-2016 year
 - ii. **We are currently not looking to add ½ year courses unless they are directly related to the area of STEM.**

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

- i. 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. 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 added the Educational Services Commission as an approved summer school provider as a result of a presentation by the ESC administration.
 - ii. We have had no movement or discussion regarding this goal beyond the summer school credit recovery discussion.

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. I continue to Chair of the Chamber School to Business Committee that is exploring new and exciting opportunities – Practical Employment; Employer Education and Intern/Extern Programs.
 - ii. We have added professional speakers to the curriculum i.e. Judge Napolitano, Michael Duhaime and others with specific expertise.
- 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
 - iii. **We continue to bring in speakers to talk to the students as evidenced by the current agenda in the area of arts.**

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
- b. Modify courses as needed to realize online offerings – 2018
 - i. I intend to look at the development of a new Special Education program in the area of Behavioral Disability.
- c. College Exploration – In House: Review and improve college exploration activities to ensure all activities are relevant, enriching and motivational – 2015
 - i. We are continuing to utilize our Naviance Communication program more effectively to get pertinent and important information out to parents in the 2015-2016 year. We send out weekly communications to parents
- 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

C. Optimize opportunities for all students

- a. Revise course requirements so 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. We have adjusted our curriculum to allow students more flexibility in attending honors course and there is no longer a math/LAL link.
 - ii. We have expanded the Gifted and Talented Program and we are working more closely as a region to develop standards through this program.

- iii. **We continue to expand and offer opportunity to the Kaleidoscope program by traveling to the regional schools for G&T events.**
- iv. **The Kaleidoscope program has been activity involved in the community service program of the school by being involved in food drives, clothing drivees and many other philanthropic events.**

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. The new administration is very interested in making the programs more challenging as this was the level of instruction in their own classrooms.
- b. Normalize academic standards to the highest in each area – 2014-2018
 - i. **This is a challenge with the PARCC exam. The administration and guidance will be meeting with all testing grades to encourage participation.**
 - ii. **We will be holding a March PARCC meeting for parents to inform them about the new PARCC exam and the factual information about the exam.**
 - iii. **We will be focusing on a transition to Google based IT and classroom materials to enhance the STEM initiative.**

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. We have continued with the focus in the LAL area is on writing and we currently are utilizing the National Writing Project with our staff and some of the sending districts – We have had 1 meeting this year and there are 3 additional meetings planned this year for the NWP.
 - ii. We have developed a Book Club at the Junior High Level with teacher volunteers. The club has planned activities/outings to special libraries, special book clubs, book signings - 2015

- b. More use of the library for reading during student “free time” and even after school – 2015
 - i. We are currently in the process of assessing our library services program.
- c. Additional Academically focused extra-curricular clubs: Research existing and desired academically focused clubs – 2016
 - i. Our Roteract Club has expanded and we have endorsed and supported a completely revised co-curricular guide for the next two school years.
 - ii. We have new score boards on the Lacrosse/Soccer fields and this year a new scoreboard on the Stadium Field.
 - iii. We have garnered a \$5,000 sponsorship for the Stadium Field Score Board
- d. Enhance and/or establish other academically focused extracurricular clubs
 - i. We continue to expand our Robotics/STEM club meeting after school. About 30 students.
 - ii. We will be sending 10 students to a STEM conference in October
 - iii. **We will be focusing on a transition to Google based IT and classroom materials to enhance the STEM initiative.**

F. Best Practices

- a. Allow teachers time to discuss and compare teaching strategies to foster alignment toward best practices – September 2017
 - i. We have continue to conduct common professional development with our sending schools and we have planned additional PD days at KRSD in October 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
 - ii. At our September PD Day we developed Regional Articulation Committees from all of the Kittatinny Schools to discuss and share best practices and schedule new articulation schedules (Oct. 13)
 - 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. We have recommended and required staff in need of improvement to conduct peer classroom observations to help model appropriate classroom teaching techniques
- ii. We are moving to a more efficient system of evaluation utilizing our current system of Realtime for Teacher Observations
- iii. The Principal Articulation Meetings have been revamped and will be up and running for collaboration between building leaders.
- iv. **The school principals have met and collaborated about the ELA curriculum along with other school based administrative needs. They will meet at least one more time this year.**
- c. Student course evaluations – 2018
- d. Student teacher evaluations

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. We have adjusted our Cougar Schedule once again to meet the needs of students and teachers for the 2016-2016 year. There are now less days for the Cougar Schedule. We are looking at conducting class/Student Council meetings in place of the Cougar Schedule.
 - iii. **We have made yet another change to the HS and JH Cougar schedule where we now have STEM activities in the JH during the day to enhance the initiative of STEM. Last activity was STEM in a bag.**

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
WE WILL BE LOOKING TO ADD A PHYSICS/STEM LAB FOR THE 2016 - 2017 SCHOOL YEAR Dependent upon the need.

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 – 2016

We will continually upgrade our security procedures including cameras and software to provide better overall coverage of the school. Our focus will be entryways and hallways, along with upgrades to outside cameras

We have updated and added cameras in phase 2 of our program. We now have most of the school public areas covered and we will be replacing older cameras or non-functioning cameras over the next year. (56 cameras working at this time)

Touch-ups around campus (sidewalks, paint, campus wide signage) – Completion as of this week. – ONGOING

We have added 2 Announcement and Message Boards to the D-wing and A-wing for school announcements and information.

Hard:

LED marquee sign on Halsey Road for announcements and information – Less interest in the area

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

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

We have moved forward with some engineering evaluations of the auditorium.

This has become a top priority for this year.

Stadium upgrade - New Scoreboard installed

We have entered discussion as a result of our September training to get all sending districts to use our ropes course for team building activities. – Through the PE meetings

Improve insulation of exterior doors – Added the Main Entrance foyer 2014-20156

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

Complete renovation of the HVAC system in the Locker Rooms, AD Office Gymnasium and 5 Classrooms. We have updated and installed new condensers in the JH Multipurpose room as of September 2015

Investigate composting options – 2014/2016 – In Process

Spent a year researching options for greening of the campus in 2014-15 and had options and BOE presentations from investigation in 2014-15. Money is a concern at this time.

I have been meeting with another group of students and have outlined the program we are looking for at this time. Smaller scale and based in education for students.

Intensify school wide recycling program – 2014/2016 – In Process

Create a Kittatinny Educational Foundation – 2014/2018

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

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
- b. Hold an activities fair every fall to promote non-athletic extra-curricular activity
 - i. We are bringing back our Pep Rally and are working on new school wide ideas for both co-curricular and athletic activities. (i.e. Count Bassie/Army Band..)
- c. Hold a Spirit Week/Pep rally every season that celebrates both athletic and non-athletic extra-curricular activity
 - i. We have continued to support and endorse the "Week of Lights" and it has gone well again this year.
 - ii. Other activities are recognized during the Pep rally activities like the band and other active clubs
- 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

- e. Utilize the Peer Leadership Program to a greater extent, providing more opportunities for individualized contact
 - i. We have assessed the Peer leadership program and have made personnel changes to increase the visibility and activity of the program for the 2015-2016 school year.

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. This may include afterschool extra-help.
- b. Develop and financially support more non-athletic extra-curricular activities
 - i. KRSD has a history of developing new activities and supporting them financially as evidenced by the new co-curricular guides
- 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 have hired a new Student Assistance Counselor who was actively involved in the LMTI program.
 - ii. We have supported 3 staff members to facilitate this program and be involved in the summer activity. We currently use these groups to assist in and develop school programs in the areas of academics and HIB
 - 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 continues to 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. Our Website will be assessed once again this year and we will decide on whether taking the programming out of the building to a template style format is beneficial for a more functional and accessible site.
- iv. I have signed up our school with Twitter and we will begin to utilize this social media format for community announcements.
- v. **Twitter Account is growing and we are utilizing this technology as a recognition tool and informational tool.**
- vi. **We are currently looking to begin “livestreaming” events at KRHS including the plays, choral concerts, band concerts, athletic events and graduation – We should begin some streaming in the Spring of 2016.**
- vii. **We have continually used our Naviance Notification System for many parental informational messages.**
- viii. **We are constantly updating our new message Boards with current information**
- ix. **We continually update our WEBSITE with new information and we are examining a new platform so that each area can be assigned a manager to update the page.**
- x. **The Special Education Department has just launched a new website link at our webpage.**

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
- 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 had no failures of the system and the provider upgrades seemed to perform admirably. process and procedures for using our mass communication media
- c. Create a community link at our website

- i. A community link has been created and populated with information and links to community groups.
 - ii. Each link is reviewed and approved by the superintendent.
- d. Crate a “Welcome to Cougar Country” packet to new residents to be available at municipal buildings and realtors
 - i. We have begun initial discussion in this area. Hopefully we will have a sample available in 2 months.
- e. Emergency means of disseminating information to the community
- f. Purchase and installation of electronic signboard for daily updates about KRSD activities
 - i. We have added 2 sign boards in the school building sponsored by certain classes and student councils with no expenditures by the BOE.
- g. An/or Installation of a scrolling marquee to be places on Halsey Road at the school entrance
 - i. We will be adding solar lighting to the entrance way by October 1, 2015 to illuminate the campus entrance.
 - ii. BOE has not shown interest in adding a signboard at the campus entrance and there may be codes prohibiting such a sign.

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 have met at our first in-service day and we are planning to expand and increase the opportunities for grade levels and departments to meet and articulate programs. We have a high level of interest from the teachers to continue these discussion and I will be meeting with the Regional Superintendents to facilitate this teacher request.
 - b. This year we have met at the September In-Service and intend on meeting again at the October In-Service meetings.
 - c. 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
- d. Develop Principal Meeting schedule for all schools for quarterly meetings
- e. Establish release time for development (i.e. in-service days)
- f. **We are in the process of evaluating our curriculum coordination program. It has been discussed at the Superintendent Level and we will have some recommendations for our respective school Boards by the late Spring 2016.**

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

- a. Review templates from all districts
- b. Review curriculum develop unified template
- c. Revise/review template (mapping)
- d. Oversight of implementation of standardized templates (mapping)
 - i. We have standardized the Gifted and Talented programs to a higher level and we will hopefully utilize this experience as a template for other grades and departments for teacher meetings.
 - ii. More movement must occur in this goal area with the cooperation of all regional school districts
 - iii. **We are approving a PD component to the NGSS so that we can finally combine a number of PD sessions to the new curriculum thus educating the teachers on how the new standards and curriculum will need to be taught and articulated.**
 - iv. **This is a concept to explore further as we will need to continue to PD our staff in the new curricular standards and continue to educate our teachers about the CCSS**

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

- a. We are in the process of developing a future plan of action for the curriculum position that will be discussed at the superintendent level this year.
- b. This is an important position to the overall articulation of the instructional program and it will be a priority to assess and develop a plan for the future of the region.
 - i. **This is in discussion and will need to have further discussion at the Superintendent level for next year.**