



Creating a Strategic Plan for the Hamilton Township School District

Mission Statement

**We are the Hamilton Township School District
committed to learning, growing, and achieving together.**

Session 3

Developing Strategic Planning Goals & Objectives

On April 27, 2017, Hamilton Township School District administrators, Board of Education members, staff, parents, and community members, thirty-six (36) in all, came together for the third strategic planning meeting. The meeting began with a welcome and introduction by Board President, Eric Aiken and Superintendent, Frank Vogel. Facilitators Mary Ann Friedman, Kathy Winecoff and Mary Walter, from New Jersey School Boards Association (NJSBA), were introduced and provided an overview of the strategic planning process and the focus for the evening's activity.

We began the evening with a review of the strategic planning process and consensus building. Copies of the outcomes from meetings 1 & 2, along with goal areas were provided for each participant.

The activity for the April 27, 2017 meeting was to develop goal statements and objectives for each goal area. Each participant selected a "goal area" of their interest and choosing. The initiatives from the previous two strategic planning sessions were utilized to develop the goal statements and objectives by the attendees.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Hamilton Township School District Strategic Planning Meeting #3 Outcomes

Four goal areas emerged from the common themes identified by the group at large:

- 1. Whole Student Growth**
- 2. Innovative Parent & Community Engagement**
- 3. Positive & Productive School Climate & Culture**
- 4. Finance**

The strengths and challenges, vision and initiatives have been grouped under the goal area that applies. Please note that items may appear under several goal areas.

Goal Area: Whole Student Growth

Strengths	Challenges
Teachers!!	Support for teachers (what can we take OFF their plates)
Programs – tutoring, anti-bullying, special ed, mentoring, etc.	Parental involvement (access points to participate)
Facilities	Buses/Transportation (After-school activities, before school tutoring, trips)
Collaboration with Greater Egg	Family responsibilities
PreK Program	Economy / Economic Climate
Full Day Kindergarten	Diversity (socio-economic, cultural, “create climate of family”)
Supportive Board of Ed	Program Offerings (vary times and places)
Parent/Teacher communication	Negotiations
Outstanding and dedicated staff	Grant Writing
Variety of curriculum and programs	Student Voice
Tech resources and implementation	\$ - decrease in population, increase in state mandates – lack of aid
With state mandates – flexible and done in the best interest of kids	Differentiated education (kids not identified/classified/or G&T)
SPED (Special Ed)/Intervention Models – passion and flexibility	Parent engagement/apathy (broken homes and 2+ jobs)
Arts/Music/After or Before School Programs – access not available if not in district	Losing school programs (educational and enrichment)
Community Ed/PTA	Parents struggling with how to support learners (we learned differently)
Character Ed	Took 1:1 tech away – kids without tech at home
Diverse population	Rigor of curriculum (↓overwhelmed/↑are bored)
Strong curriculum – individualized instruction, intervention, tracking through benchmarking	Branding & spirit connection with kids (change with school)
Programs for parents – involve childcare	No Field Trips ☹️
Cognizant of budget and funding	Parents not picking up or pay & limited fundraising
Extra-curricular activities, music programs	Highest foreclosure rate; high addiction rate
	Behavior issues <ul style="list-style-type: none"> • BYOD (Bring Your Own Device) • Social media
	Resources for SpEd (Special Ed) options
	Staff shortage/no subs
	Not enough time in Tier 1 (PBIS – Positive Behavior Intervention & Support)
	Fidelity (re: rules) between all staff & students
	Consistency of observations in all 3 schools
	PARCC (Partnership for Assessment and Readiness for College and Careers)

Hamilton Township School District Strategic Planning Meeting #3 Outcomes

Strengths	Challenges
PTA / PTA Support	Fast pace for teachers – some students may fall through the cracks, structured curriculum
Valuable parents	Change in family unit
Extra academic support offered	Appropriate program for individual student’s needs
Student services	Diversified staff
Activities	Lack of motivation on student’s part
Availability of parent involvement opportunities	Lack of communication/social skills with each other
Safety and security	Parental involvement/engagement
Communication	Lack of social emotional skills
Assemblies/Special programs	Size (large district)
Teachers / Paraprofessionals/Administration	Busing
Technology	Technology
Mental Health Initiative	Substitutes
Student pride	Staff retention/hiring
Grant program	Mental Health Issues
Related Arts Programs	Student Accountability/Responsibility
Involved staff	Community involvement
PLTW (Project Lead the Way)(STEM) 6-8	Budget – economic constraints in community
HS preparedness	Transportation – cost
System 44/Read 180 in MS	Communication/networking with parents and community
Elementary Literacy	More access to G&T and STEM (growth for advanced students)
School-Home communication	Funding
	PLTW (STEM) K-5
Vision	Initiatives
A school system that serves the student using a holistic approach to learning and provides a nurturing environment.	<p>Staff & Curriculum:</p> <ul style="list-style-type: none"> • Diversity • Growth vs. Standards-based • STEM • 2nd Step • Traditional skills to individual needs • Grant – Technology 1:1 (no BYOD)
	<p>Social:</p> <ul style="list-style-type: none"> • Busing • Safety & Security • Thinking outside the box
	<p>Extra-Curricular:</p> <ul style="list-style-type: none"> • Busing • Celebrate child’s achievement • Oratorical / Math Bowl • Arts / Music / Etc.
	<p>Educational Structure:</p> <ul style="list-style-type: none"> • Preschool for all • Duration of the school day / year

Hamilton Township School District Strategic Planning Meeting #3 Outcomes

<p>The HTSD is an established community of self-directed learners, with each student achieving at his or her maximum potential in an engaging, inspiring and challenging learning environment.</p>	<ul style="list-style-type: none"> ● Increased parental involvement ● Recruit & maintain quality staff ● Appropriate use of technology throughout the day ● Students becoming digitally responsible in the 21st Century ● Create appropriate programs for individual student’s needs
<p>The Hamilton Township School District – committed to create future-ready students.</p>	<p>Vertical community articulation</p> <ul style="list-style-type: none"> ● Open communications/collaboration <ul style="list-style-type: none"> ○ Birth – Adulthood ○ PreK – College / Career ● Connected
	<p>Parent Involvement</p> <ul style="list-style-type: none"> ● Services for families ● Communication ● Commitment
<p>HTSD is an inclusive, innovative, healthy learning experience uniting students, family and staff in preparing our students to be independent and responsible contributing members of society. (Future Ready)</p>	<ul style="list-style-type: none"> ● Diversified staff that represents our student body ● Innovative / Creative means to increase parent engagement (Parent Outreach) ● Anytime / Anywhere Learning (flexible scheduling / project based / interactive learning spaces / thematic learning (cross content))
<p>We are the Hamilton School District working towards developing students’ social and emotional well-being supported by the entire school community. We seek to provide opportunities for our students in the areas of:</p> <ul style="list-style-type: none"> ● technological advancement, ● STEAM, ● character development, ● problem-solving skills, ● Arts (performing, visual, music) for all ● and healthy living 	<ul style="list-style-type: none"> ● Theater program ● Music for <u>all</u> / visual arts for <u>all</u> ● Parent ed / engagement ● Character assemblies ● Creating sensitive / nourishing environment (value based, relationships, communication, community) ● PD – sensitivity/emotional stability ● Character woven through the culture ● Mental Health initiative (mental health/social/emotional) ● National standards recognized ● Healthy living – Yoga, healthy natural foods, meditation, fitness ● STEAM ● Technology with engagement
<p>HTSD with strong community partnerships prepares students for future careers with leading STEAM programs.</p>	<ul style="list-style-type: none"> ● Public / private partnerships ● 1:1 Technology ● Makerspace ● Guest speakers / Field Trips

Goal Area: Innovative Parent & Community Engagement

Strengths	Challenges
Programs – tutoring, anti-bullying, special ed, mentoring, etc.	Parental involvement (access points to participate)
Collaboration with Greater Egg	Family responsibilities
Supportive Board of Ed	Economy / Economic Climate
Strong curriculum – individualized instruction, intervention, tracking through benchmarking	Diversity (socio-economic, cultural, “create climate of family”)
Parent/Teacher communication	Program Offerings (vary times and places)
Extra-curricular activities, music programs	No Field Trips ☹️
SPED (Special Ed)/Intervention Models – passion and flexibility	\$ - decrease in population, increase in state mandates – lack of aid
Arts/Music/After or Before School Programs – access not available if not in district	Differentiated education (kids not identified/classified/or G&T)
Community Ed/PTA/PTA Support	Parent engagement/apathy (broken homes and 2+ jobs)
Character Ed	Losing school programs (educational and enrichment)
Diverse population	Parents struggling with how to support learners (we learned differently)
Programs for parents – involve childcare	Took 1:1 tech away – kids without tech at home
Cognizant of budget and funding	Rigor of curriculum (↓overwhelmed/↑are bored)
Availability of parent involvement opportunities	Branding & spirit connection with kids (change with school)
Valuable parents	Highest foreclosure rate; high addiction rate
Extra academic support offered	Communication/networking with parents/community
Safety and security	Change in family unit
Communication	Diversified staff
Student pride	Lack of motivation on student’s part
HS preparedness	Parental involvement/engagement
	Lack of communication/social skills with each other
	Lack of social emotional skills
	Size (large district)
Technology ←—————→	Technology
Mental Health Initiative ←—————→	Mental Health Issues
School-Home communication	Student Accountability/Responsibility
	Community involvement

Hamilton Township School District Strategic Planning Meeting #3 Outcomes

Vision	Initiatives
<p>A school system that serves the student using a holistic approach to learning and provides a nurturing environment.</p>	<p>Social:</p> <ul style="list-style-type: none"> • Busing • Safety & Security • Thinking outside the box <p>Extra-Curricular</p> <ul style="list-style-type: none"> • Busing • Celebrate child’s achievement
<p>The HTSD is an established community of self-directed learners, with each student achieving at his or her maximum potential in an engaging, inspiring and challenging learning environment.</p>	<ul style="list-style-type: none"> • Increased parental involvement • Appropriate use of technology throughout the day • Students becoming digitally responsible in the 21st Century
<p>The Hamilton Township School District – committed to create future-ready students.</p>	<p>Vertical community articulation</p> <ul style="list-style-type: none"> • Open communications/collaboration <ul style="list-style-type: none"> ○ Birth – Adulthood ○ PreK – College / Career • Connected
	<p>Parent Involvement</p> <ul style="list-style-type: none"> • Services for families • Communication • Commitment
<p>HTSD is an inclusive, innovative, healthy learning experience uniting students, family and staff in preparing our students to be independent and responsible contributing members of society. (Future Ready)</p>	<ul style="list-style-type: none"> • Diversified staff that represents our student body • Innovative / Creative means to increase parent engagement (Parent Outreach) • Anytime / Anywhere Learning (flexible scheduling / project based / interactive learning spaces / thematic learning (cross content))
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<p>HTSD with strong community partnerships prepares students for future careers with leading STEAM programs.</p>	<ul style="list-style-type: none"> • Public / private partnerships • 1:1 Technology • Makerspace • Guest speakers / Field Trips

Goal Area: Positive & Productive School Climate & Culture

Strengths	Challenges
Outstanding and dedicated staff	Support for teachers (what can we take OFF their plates)
Facilities	Parental involvement (access points to participate)
Programs – tutoring, anti-bullying, special ed, mentoring, etc.	Buses/Transportation (After-school activities, before school tutoring, trips)
Collaboration with Greater Egg	Family responsibilities
Supportive Board of Ed	Economy / Economic Climate
Parent/Teacher communication	Diversity (socio-economic, cultural, “create climate of family”)
Variety of curriculum and programs	Grant Writing
Diverse population	Student Voice
SPED (Special Ed)/Intervention Models – passion and flexibility	Parent engagement/apathy (broken homes and 2+ jobs)
Community Ed/PTA	Losing school programs (educational & enrichment)
Arts/Music/After or Before School Programs – access not available if not in district	Parents struggling with how to support learners (we learned differently)
Character Ed	Took 1:1 tech away – kids without tech at home
Student pride	Branding & spirit connection with kids (change with school)
Programs for parents – involve childcare	No Field Trips ☹️
School-Home communication	Highest foreclosure rate; high addiction rate
Cognizant of budget and funding	Change in family unit
Extra-curricular activities, music programs	Appropriate program for individual student’s needs
PTA / PTA Support	Diversified staff
Valuable parents	Lack of motivation on student’s part
Extra academic support offered	Lack of communication/social skills with each other
Student services	Parental involvement/engagement
Activities	Lack of social emotional skills
Availability of parent involvement opportunities	Size (large district)
Safety and security	Community involvement
Communication	Student Accountability/Responsibility
Assemblies/Special programs	Behavior issues - Social media
Technology ←—————→	Technology
Mental Health Initiative ←—————→	Mental Health Issues
PLTW (Project Lead the Way)(STEM) 6-8	PLTW (STEM) K-5
HS preparedness	Budget – economic constraints in community
System 44/Read 180 in MS	Communication/networking with parents/community
Elementary Literacy	More access to G&T and STEM
	Fidelity (re: rules) between all staff & students
	Not enough time in Tier 1 (PBIS – Positive Behavior Intervention & Support)

Hamilton Township School District Strategic Planning Meeting #3 Outcomes

Vision	Initiatives
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	Social: <ul style="list-style-type: none"> • Busing • Safety & Security • Thinking outside the box
	Extra-Curricular <ul style="list-style-type: none"> • Busing • Celebrate child’s achievement • Oratorical / Math Bowl • Arts / Music / Etc.
	Educational Structure: <ul style="list-style-type: none"> • Preschool for all • Duration of the school day / year
The HTSD is an established community of self-directed learners, with each student achieving at his or her maximum potential in an engaging, inspiring and challenging learning environment.	<ul style="list-style-type: none"> • Increased parental involvement • Recruit & maintain quality staff • Appropriate use of technology throughout the day • Students becoming digitally responsible in the 21st Century • Create appropriate programs for individual student’s needs
The Hamilton Township School District – committed to create future-ready students.	Vertical community articulation <ul style="list-style-type: none"> • Open communications/collaboration <ul style="list-style-type: none"> ○ Birth – Adulthood ○ PreK – College / Career • Connected
	Parent Involvement <ul style="list-style-type: none"> • Services for families • Communication • Commitment
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Hamilton Township School District Strategic Planning Meeting #3 Outcomes

Goal Area: Finance

Strengths	Challenges
Programs – tutoring, anti-bullying, special ed, mentoring, etc.	Parental involvement (access points to participate)
Facilities	Buses/Transportation (After-school activities, before school tutoring, trips)
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PreK Program	Economy / Economic Climate
Full Day Kindergarten	Diversity (socio-economic, cultural, “create climate of family”)
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Cognizant of budget and funding	Funding
PTA / PTA Support	Size (large district)
Valuable parents	Change in family unit
Extra academic support offered	Appropriate program for individual student’s needs
Student services	Diversified staff
Activities	Community involvement
Availability of parent involvement opportunities	Budget – economic constraints in community
Safety and security	Transportation – cost
Communication	Busing
Assemblies/Special programs	Substitutes
Teachers / Paraprofessionals/Administration	Staff retention/hiring
Technology ←—————→	Technology
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Grant program	
Related Arts Programs	Communication/networking with parents and community
Involved staff	Staff shortage/no subs
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HS preparedness	More access to G&T and STEM (growth for advanced students)

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System 44/Read 180 in MS	Not enough time in Tier 1 (PBIS – Positive Behavior Intervention & Support)
Elementary Literacy	
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	<p>Parent Involvement</p> <ul style="list-style-type: none"> • Services for families
	<p>Creative funding</p> <ul style="list-style-type: none"> • Proactively seek out sources
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We are the Hamilton School District working towards developing students’ social and emotional	<ul style="list-style-type: none"> • Theater program • Music for <u>all</u> / visual arts for <u>all</u>

Hamilton Township School District Strategic Planning Meeting #3 Outcomes

<p>well-being supported by the entire school community. We seek to provide opportunities for our students in the areas of:</p> <ul style="list-style-type: none"> • technological advancement, • STEAM, • character development, • problem-solving skills, • Arts (performing, visual, music) for all • and healthy living 	<ul style="list-style-type: none"> • Parent ed / engagement • Character assemblies • Creating sensitive / nourishing environment (value based, relationships, communication, community) • PD – sensitivity/emotional stability • Character woven through the culture • Mental Health initiative (mental health/social/emotional) • National standards recognized • Healthy living – Yoga, healthy natural foods, meditation, fitness • STEAM • Technology with engagement
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Common Themes Identified by Large Group

Meeting #1 Strengths & Challenges

- Staff
- PTA
- Facilities
- Programs – across the board
- Special Ed
- Mental health
- Parent involvement
- Busing
- Budget
- Differentiation of instruction
- Student accountability
- Family unit/programs offered
- Economic climate in community
- Substitutes
- Staff support
- Pre-K
- Technology
- Related Arts
- Student engagement/voice
- Staff diversity
- Social skills
- Supportive BOE
- Accessibility
- Grants
- Safety/security

Meeting #2 Vision & Initiatives

- STEAM
- Grants
- Community partnerships
- Diversity
- Future-ready students
- 1:1 Technology
- Creative parent outreach
- Social emotional learning
- Mental health
- Transportation
- Establishing a strong community
- Establish a values based curriculum through teaching appropriate communication skills
- PreK for all
- Innovative educational experiences
- Student voice
- Creative teaching
- Curriculum based on student's individual levels
- Diversified education - Arts

Utilizing the information from Meetings #1 and #2, the following goal statements and objectives were developed by the small groups. Consensus was achieved in the individual groups. Each small group then reported out and consensus was achieved by the larger group.

Hamilton Township School District Strategic Planning Goals

1. Whole Student Growth

Goal: To ensure a learning environment that enables growth academically, socially, emotionally, behaviorally and physically and prepares students to be healthy, productive citizens in a Future Ready world.

Objectives:

- Mental Health
 - PBIS
 - 2nd Step
 - Lifelines
- Academic Achievement
 - STEM
 - RTI
 - PB Learning
- Physical Fitness & Health
 - Kinesthetic
 - Family Fitness
 - Exercise
 - Food
 - Increased Access to Equipment and Programs
- Future Ready
 - Innovation
 - Classes
 - Furniture
 - Manage
 - Digital Literacy
 - Personalization

2. Positive & Productive School Climate & Culture

Goal: To improve positive interaction between all district stakeholders to enhance school climate and culture.

Objectives:

- Coach department / grade level leaders, mentors, office staff, parent volunteers on communications with others (“Solution Centered Complaining”).
- Leverage technology to simplify benchmarking communication and student information.
- Continue to pursue diverse hiring pool through targeted recruitment.
- Review and update expectations of students and staff interactions, etc.

3. Innovative Parent & Community Engagement

Goal: Meet the community where they are in order to increase parent and community engagement through innovative initiatives.

Objectives:

- The district will utilize innovative technology for better communication and transparency.
- The district will solicit feedback from the school community (i.e., parents, students, staff) on a more frequent basis.
- The district will make a more complete effort to celebrate diversity.
- Plan meaningful community events.

Strategies:

- Video conferencing
- Text messaging
- Live broadcast
- Email communication
- Hold regular surveys
- Trifold (chain of command / parent rights)
- More diverse hiring practices
- Increase recruitment of diverse staff
- Diverse student achievements
- Diversity events
- Events to include:
 - Mental health
 - Whole child
 - Web safety
 - Fun with families

4. Finance

Goal: We, the HTSD, will develop a culture of continuous improvement of maximizing resources to provide the best services possible to the HTSD Community.

Objectives:

- During the 2017-2018 school year, resources will be re-allocated to support the return of out-of-district students to a least restrictive environment within HTSD.
- During the 2017-2018 school year, a “think tank” will be developed to research and analyze grant writing opportunities, whether through local or private sourcing, to meet the needs of the HTSD Community.
- During the 2017-2018 school year, the HTSD will explore the opportunities that shared services could offer, developing cost savings and still supporting district and school initiatives.
- During the 2017-2018 school year, energy efficiency and potential sources for energy savings will be explored.

Hamilton Township School District Strategic Planning Meeting #3 Outcomes

Next Steps

The Superintendent / Administrative Team will develop action plans to implement the vision and goals developed in the 3D Strategic Plan. The action plans will include:

1. The actions necessary to accomplish the goals and objectives
2. Select measures for accountability
3. Resources required
4. A timeline for implementation
5. Indicators of success

All participants will be invited to attend the board meeting on June 26, 2017 when the final strategic plan will be presented to the Board of Education by Mary Ann Friedman, NJSBA, Field Service Representative.

Thank you to all of the participants who gave of their time, energy and talents to contribute to the strategic plan for the Hamilton Township School District! It has been a pleasure to work with you.