

ALEXANDRIA TOWNSHIP SCHOOL DISTRICT STRATEGIC
PLAN
2018 - 2021

ALEXANDRIA TOWNSHIP SCHOOL DISTRICT'S GUIDING PRINCIPLES

Our vision is one in which a *deeply committed, highly competent, genuinely collaborative* staff working in partnership with a supportive community will achieve **our mission** to establish the *academic, social-emotional* and *physical* foundation our students need to thrive in high school and beyond. To achieve this mission, we acknowledge that we must “SHIFT” our ways of thinking and acting in order to achieve alignment with the following **core values**:

- S – Struggle -** We will present our students with challenging problems and tasks, assisting them as they struggle.
- H – Hard Work –** We will act upon our belief that effort is equal to if not more important than ability in achieving desired outcomes.
- I – Improvement –** We will strive to continuously and incrementally improve our programs and practices.
- F – Focus –** We will focus on the learning attained, not the grade earned.
- T – Trust –** We will trust that our learners are innately curious, possessing a genuine desire to learn.

STRATEGIC PLAN

TEACHING AND LEARNING; CURRICULUM AND INSTRUCTION

GOAL #1 – To foster ongoing higher academic achievement by improving individual student learning.

Objective(s)

- 1.1 – Expand the implementation of cross-curricular and project-based learning.**
- 1.2 – Expand and seek new ways to promote STEAM and technology.**
- 1.3 – Provide the tools to empower teachers to implement effective teaching strategies**
- 1.4 – Increase the use of differentiation based on readiness, interest, and learning styles.**

YEAR ONE JANUARY – AUGUST 2018

ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
1.2 - Create a master schedule that includes technology as a cycle course.	January 2018	<ul style="list-style-type: none"> • Superintendent • Principals • Supervisor of C&I 	Master schedule
1.2 - Create a K-8 District Technology Curriculum	January 2018	<ul style="list-style-type: none"> • Superintendent • Supervisor of C&I 	Curriculum guide
1.2 - Budget needs identified for technology curriculum	January – February 2018	<ul style="list-style-type: none"> • Superintendent • Supervisor of C&I 	Line items in budget
1.2 - Communicate the schedule change to administrators, Board of Education members and team leaders.	January – February 2018	<ul style="list-style-type: none"> • Superintendent 	PowerPoint presentation
1.2 - Communicate the schedule change to staff and parents.	March – April 2018	<ul style="list-style-type: none"> • Team Leaders • Principals 	PowerPoint presentation
1.2 - Approval of the K-8 Technology Curriculum	April 2018	<ul style="list-style-type: none"> • Superintendent • Supervisor of C&I • Board of Education 	Board minutes
1.2 - Hiring/Reassignment of staff to technology teaching position	May - June 2018	<ul style="list-style-type: none"> • Superintendent • Supervisor of C&I 	Board minutes
1.2 - Teacher curriculum work	July – August 2018	<ul style="list-style-type: none"> • Technology Teacher 	Unit plan completion in BYOC platform.

YEAR TWO SEPTEMBER 2018 – AUGUST 2019			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
1.2 – Implementation of K-8 District Technology Curriculum as part of the cycle class rotation	September 2018 – June 2019	<ul style="list-style-type: none"> Principals Technology Teacher 	Class schedule
1.4 - Development of district-wide pre-assessments for every topic (or unit) in 5-8 social studies, English, math, social studies and science and ELA in grades K-4. These assessments will be unobtrusive and will be performance-based.	September 2018– June 2019	<ul style="list-style-type: none"> Supervisor of C&I Teachers 	Pre-assessments and post assessments
1.1, 1.3 & 1.4 – Teacher training on engaging students in cognitively complex tasks (investigating, problem-solving, decision-making, experimental inquiry, inventing and student-designed tasks).	4 - ½ in-service days between September 2018 and June 2019	<ul style="list-style-type: none"> Superintendent 	PowerPoint presentations
1.1, 1.3 & 1.4 – Teacher development of 1 cognitively complex task per unit of instruction. For K-4 teachers this will focus on one subject area.	4 – ½ in-service days between September 2018 and June 2019	<ul style="list-style-type: none"> Teachers Supervisor of C&I 	Completed task templates in BYOC
YEAR THREE SEPTEMBER 2019 – AUGUST 2020			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
1.1, 1.3, & 1.4 – Provide Kagan Cooperative Learning Training 5 – day institute for all staff.	September – June 2020	<ul style="list-style-type: none"> Superintendent Supervisor of C&I 	Documentation of attendance at training.
1.1. 1.3 & 1.4 – Implementation of cognitively complex tasks as parts of units of instruction – reflection and revision based on student outcomes.	September – June 2020	<ul style="list-style-type: none"> Supervisor of C&I Teachers 	Revised task templates – one per unit.
1.1, 1.3, 1.4 – Coaching by a Kagan Certified Consultant	October – May 2020	<ul style="list-style-type: none"> Superintendent Supervisor of C&I Kagan Certified Coach 	Coaching Feedback
1.4 - Development of district-wide pre-assessments for every topic (or unit) in 5-8 social studies, English, math, social studies and science and ELA in grades K-4. These assessments will be unobtrusive and will be performance-based.	September 2019– June 2020	<ul style="list-style-type: none"> Supervisor of C&I Teachers 	Pre-assessments and post assessments

1.4 - Development of district-wide pre-and post assessments for every topic in K-4 ELA & social studies.	September 2019– June 2020	<ul style="list-style-type: none"> • Supervisor of C&I • Teachers 	Pre-assessments and post assessments
1.4 - Development of pre-and post reporting system for every topic or unit of instruction.	September 2019– June 2020	<ul style="list-style-type: none"> • Supervisor of C&I • Teachers 	Pre-assessments and post assessments
1.1, 1.3 & 1.4 – Building level coaching and support for implementation of cognitively complex tasks.	October – May 2020	<ul style="list-style-type: none"> • Teacher Teams 	Completed Lesson Study with revisions to tasks
1.1, 1.3, 1.4 – Teacher development of cognitively complex tasks – 1 per topic of study for each topic that has essential standards. For K-4 teachers this will focus on one subject area.	July and August 2020	<ul style="list-style-type: none"> • Teachers 	Completed task templates
1.3, 1.4 – Administrator Training – Cooperative Learning for Administrators	July – August 2020	<ul style="list-style-type: none"> • Administrators 	Documentation of attendance at training
YEAR FOUR SEPTEMBER 2020 – AUGUST 2021			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
1.1, 1.3 & 1.4 – Coaching by a Certified Kagan Coach—Administrators Shadow Coaches	October 2020 – June 2021	<ul style="list-style-type: none"> • Administrative Team • Kagan Certified Coach 	Coaching Feedback
1.1. 1.3 & 1.4 – Implementation of cognitively complex tasks as parts of topics of instruction – reflection and revision based on student outcomes.	September – June 2021	<ul style="list-style-type: none"> • Supervisor of C&I • Teachers 	Revised task templates – one per topic
1.1, 1.3, 1.4 – Structure of the Month Club established	October – June 2021	<ul style="list-style-type: none"> • Administrative Team 	Documentation of meetings
1.1, 1.3 & 1.4 – Building level coaching and support for implementation of cognitively complex tasks.	October – May 2021	<ul style="list-style-type: none"> • Teacher Teams 	Completed Lesson Study with revisions to tasks.

STRATEGIC PLAN

COMMUNICATION, COMMUNITY RELATIONS AND OUTREACH

GOAL #2 – To develop a central, district-wide, regular communication cadence that connects our schools with our parents/stakeholders and collaborates with the community by engaging in outreach activities.

Objective(s)

2.1 – To consolidate e-mail communication system to 1ID on a regular schedule.

2.2 – To invite community into events (in-person and virtual)

2.3 – To engage in community service projects.

2.4 – Parent/community information nights.

YEAR ONE – JANUARY – AUGUST 2018

ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
2.2 2.3 & 2.4 - District and school leaders attend training on the school, family and community partnership program.	March 2018	<ul style="list-style-type: none"> Superintendent School Principals 	Attendance at training
2.2, 2.3 & 2.4 - Join the National Network of Partnership Schools	March 2018	<ul style="list-style-type: none"> School Business Administrator 	Membership in National Network of Partnership Schools
2.1 – Consolidate e-mail communication and school calendar into one that is updated on a regular schedule.	July – August 2018	<ul style="list-style-type: none"> Supervisor of C&I 	One calendar and one e-mail communication for both schools that is updated on a regular basis.

YEAR TWO – SEPTEMBER 2018 – AUGUST 2019

2.2 2.3 & 2.4 - Form school based action partnership teams	September 2018	<ul style="list-style-type: none"> School Principals 	List of action team partnership members.
2.2, 2.3 & 2.4 - Provide training to school based action partnership teams	October 2018	<ul style="list-style-type: none"> Superintendent 	PowerPoint presentation
2.2, 2.3 & 2.4 - Submission of action plan for partnerships	November 2018	<ul style="list-style-type: none"> School based action planning partnership teams 	Action plan for partnerships
2.2, 2.3 & 2.4 - Approval of action plan for partnerships	November 2018	<ul style="list-style-type: none"> Superintendent 	Approved action plan and budget for partnership activities.

2.2, 2.3 & 2.4 - Implementation of action plan for partnerships	December 2018 – June 2019	<ul style="list-style-type: none"> School Based Partnership Teams 	Bi-monthly reviews of progress
2.2, 2.3 & 2.4 - Complete and submit the annual school and district update surveys required to maintain membership in the NNPS	June 2019	<ul style="list-style-type: none"> Superintendent School Principals 	Completed school and district update surveys
2.2, 2.3 & 2.4 - Document progress and evaluate outcomes	June 2019	<ul style="list-style-type: none"> Superintendent School Principals 	Annual progress report on district partnership program
2.2, 2.3 & 2.4 - End of year celebration for school partnership action teams	June 2019	<ul style="list-style-type: none"> Superintendent 	Attendance at celebration
YEAR THREE – SEPTEMBER 2019 – AUGUST 2020			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
2.2, 2.3 & 2.4 - Submission of action plan for partnerships	October 2019	<ul style="list-style-type: none"> School based action planning partnership teams 	Action plan for partnerships
2.2, 2.3 & 2.4 - Approval of action plan for partnerships	October 2019	<ul style="list-style-type: none"> Superintendent 	Approved action plan and budget for partnership activities.
2.2, 2.3 & 2.4 - Implementation of action plan for partnerships	November 2019 – June 2020	<ul style="list-style-type: none"> School Based Partnership Teams 	Bi-monthly reviews of progress
2.2, 2.3 & 2.4 - Facilitate a mid-year meeting for schools to share best practices and solutions to challenges.	January 2020	<ul style="list-style-type: none"> Superintendent 	Distribution of successful partnership program information.
2.2, 2.3 & 2.4 - Complete and submit the annual school and district update surveys required to maintain membership in the NNPS	June 2020	<ul style="list-style-type: none"> Superintendent School Principals 	Completed school and district update surveys
2.2, 2.3 & 2.4 - Document progress and evaluate outcomes	June 2020	<ul style="list-style-type: none"> Superintendent School Principals 	Annual progress report on district partnership program
2.2, 2.3 & 2.4 - End of year celebration for school partnership action teams	June 2020	<ul style="list-style-type: none"> Superintendent 	Attendance at celebration
YEAR FOUR – SEPTEMBER 2020 – AUGUST 2021			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION

2.2, 2.3 & 2.4 - Submission of action plan for partnerships	October 2020	<ul style="list-style-type: none"> School Based Action Planning Partnership Teams 	Action plan for partnerships
2.2, 2.3 & 2.4 - Approval of action plan for partnerships	November 2020	<ul style="list-style-type: none"> Superintendent 	Approved action plan and budget for partnership activities.
2.2, 2.3 & 2.4 - Implementation of action plan for partnerships	December – June 2021	<ul style="list-style-type: none"> School Based Partnership Teams 	Quarterly reviews of progress
2.2, 2.3 & 2.4 - Facilitate a mid-year meeting for schools to share best practices and solutions to challenges.	January 2021	<ul style="list-style-type: none"> Superintendent 	Distribution of successful partnership program information.
2.2, 2.3 & 2.4 - Complete and submit the annual school and district update surveys required to maintain membership in the NNPS	May 2021	<ul style="list-style-type: none"> Superintendent School Principals 	Completed school and district update surveys
2.2, 2.3 & 2.4 - Document progress and evaluate outcomes	June 2021	<ul style="list-style-type: none"> Superintendent School Principals 	Annual progress report on district partnership program

STRATEGIC PLAN			
SOCIAL-EMOTIONAL LEARNING – CULTURAL SENSITIVITY, HEALTH AND WELLNESS - RESILIENCE			
GOAL #3 – To develop an environment that fosters students’ social-emotional competences in Pre-K to 8			
Objective(s)			
3.1 – To develop and implement a social-emotional competencies curriculum.			
3.2 – To select and implement a district-wide program that supports the curriculum			
3.3 – Increase staff to meet the social-emotional needs of the students, i.e. – increase school psychologist, hire certified behavior analyst.			
3.4 – Obtain resources to ensure the health and wellness of all students, i.e. breakfast			
YEAR ONE JANUARY 2018- AUGUST 2018			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
3.1 & 3.2 - Create a master schedule that includes social-emotional learning as a part of the program of studies.	January 2018	<ul style="list-style-type: none"> Superintendent Principals Supervisor of C&I 	Master schedule
3.1 & 3.2 - Budget needs Identified for social-emotional learning curriculum	January –February 2018	<ul style="list-style-type: none"> Superintendent Supervisor of C&I 	Line items in budget
3.3. Budget for a part-time Certified Behavior Analyst and a 1 day per week increase for the school psychologist	January – February 2018	<ul style="list-style-type: none"> Superintendent Supervisor of Student Services 	Line item in budget
3.4 – Investigate the feasibility of offering a school breakfast program and if feasible plan for implementation in the 2018 – 2019 school year.	January – May 2018	<ul style="list-style-type: none"> School Business Administrator School Principal 	Report on feasibility of school breakfast program
3.1 - Create a K-8 social-emotional learning curriculum.	March 2018	<ul style="list-style-type: none"> Superintendent Supervisor of C&I 	Curriculum guide
3.1 - Approval of the social-emotional learning curriculum.	April 2018	<ul style="list-style-type: none"> Superintendent Supervisor of C&I Board of Education 	Board minutes
3.1 - Assignment of Staff Member(s) to teach social-emotional learning curriculum.	May-June 2018	<ul style="list-style-type: none"> Superintendent Supervisor of Student Services 	Board minutes
3.2 - Basic Responsive Classroom Training for untrained teachers assigned to grades K-4	July – August 2018	<ul style="list-style-type: none"> Principals 	Teacher attendance at training
3.1 - Teacher curriculum work	July-August 2018	<ul style="list-style-type: none"> Teacher 	Unit plan completion in BYOC

YEAR TWO – SEPTEMBER 2018 – AUGUST 2019			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
3.2 - Advanced Responsive Classroom Training for K-4 teachers 3.2 - Responsive Classroom for Middle School Educators for 5-8 teachers 3.2 - Responsive Classroom for Special Area Teachers & Support Staff (1 day only)	September, October, November and February 2018-2019	<ul style="list-style-type: none"> • Superintendent • Supervisor of C&I • Principals • Supervisor of Student Services 	Completion of training
3.2 – Pilot “the Calm Classroom”	September – June 2019	• Pilot teachers	Feedback on pilot program
3.2 – Budget for Classroom Supplies and Materials for the “Calm Classroom”	March 2019	• Superintendent	Budget Line Item
3.2 - Consultation observation and feedback visit	April 2019	<ul style="list-style-type: none"> • Responsive Classroom Consultant(s) • School Principal 	School implementation report and improvement plan
3.2 – Train the Trainer for 4 teachers on the Calm Classroom	July 2019 – August 2019	<ul style="list-style-type: none"> • Superintendent • Selected Teachers 	Completion of Training
YEAR THREE – SEPTEMBER 2019 – AUGUST 2020			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
3.2 – Professional Development in the Calm Classroom Approach	September 2020	• Teacher Trainers	Completion of Training
3.2 – Implementation of the Calm Classroom	October – June 2019	• Staff	Walkthrough Observation Data
3.2 – “Kaleidoscope” observation process completed	January 2020	<ul style="list-style-type: none"> • Responsive Classroom Consultant • School Principal 	School implementation report and improvement plan
3.2 - “Kaleidoscope” observation process completed	May 2020	<ul style="list-style-type: none"> • Responsive Classroom Consultant • School Principal 	School implementation report and improvement plan

STRATEGIC PLAN			
FACILITIES			
GOAL #4 – To create a comprehensive facilities-based referendum to be delivered for a public vote by the end of the strategic plan.			
Objective(s)			
4.1 – Full inspection of facilities and infrastructure.			
4.2 – Evaluation based on inspection findings.			
4.3 – Explore options for greener/more efficient facilities			
4.4 – Research flexible learning spaces			
4.5 – Use all of the above objectives to decide to combine LDW/AMS or keep both buildings and upgrade to code.			
YEAR ONE – JANUARY 2018 – AUGUST 2018			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
4.3 – School district adoption of resolution for participation in Sustainable Jersey for Schools Program.	June 2018	<ul style="list-style-type: none"> Superintendent Board of Education 	<ul style="list-style-type: none"> Completed resolution
4.3 – School registration in the Sustainable Jersey for Schools Program	July 2018	<ul style="list-style-type: none"> Building Principal 	<ul style="list-style-type: none"> Completed letter of participation
YEAR TWO – SEPTEMBER 2018 – AUGUST 2019			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
4.3 – Schools create green team	September 2018	<ul style="list-style-type: none"> Building Principal 	List of Green Team Members
4.3 – Schools complete actions necessary for Bronze Level Certification	October – August 2019	<ul style="list-style-type: none"> Building Green Teams 	Bronze Level Certification
4.1 – Inspection of facilities and infrastructure	November – January 2019	<ul style="list-style-type: none"> School Business Administrator 	Inspection report
4.2 – Evaluation of facilities and infrastructure based on findings of inspection	February 2019 – March 2019	<ul style="list-style-type: none"> Board of Education Facilities Committee 	Committee report
YEAR THREE – SEPTEMBER 2019 – AUGUST 2020			
ACTION STEP	TIMELINE	PERSON (S) RESPONSIBLE	DOCUMENTATION
4.5 – Decision to combine AMS/LDW or keep both buildings and upgrade.	December 2020	<ul style="list-style-type: none"> Board of Education Facilities Committee 	Decision by the BOE
4.3 - Schools complete actions necessary for Silver Level Certification	September 2019 – August 2020	<ul style="list-style-type: none"> Building Green Teams 	Silver Level Certification