

Hawthorne Public School District

Strategic Plan 2023 - 2028



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PORTRAIT OF A GRADUATE



B

BALANCED

Well-rounded, empathetic individuals that explore a variety of interests and passions while embodying diverse perspectives.

E

EMPOWERED

Confident, self-motivated lifelong learners with a sense of purpose for themselves and their community.

A

ACTIVE

Intellectually curious, engaging communicators that take initiative as participants within their school and community.

R

RESILIENT

Reflective problem-solvers who navigate a variety of challenges to adapt to a complex, ever-changing global society.

S

SKILLED

Resourceful citizens that apply acquired knowledge to real-world experiences while maintaining a strong work ethic and core set of values.

GOAL # 1 To develop a rigorous educational environment that challenges all students to succeed throughout and beyond the Hawthorne Public Schools

AREA # 1 - Increase access to accelerated / G&T courses	
Necessary Actions	<ul style="list-style-type: none"> ● Conduct a comprehensive assessment of the Gifted and Talented (G&T) program district-wide. <ul style="list-style-type: none"> ○ Investigate and gather insights from G&T programs in other school districts for best practices ○ Review and update the criteria for selecting students for the G&T program at all grade levels. ○ Overhaul the G&T curriculum and program offerings at all educational levels. ● Evaluate current procedures for placing students in Honors and Advanced Placement (AP) courses. <ul style="list-style-type: none"> ○ Establish transparent criteria, including rubrics, standards, and recommendation procedures for Honors and AP course placement. ○ Increase the availability of Honors and AP courses for students during their earlier years of high school. ○ Develop strategies to boost the enrollment of students taking Algebra 1 during middle school. ○ Review and adjust the world language curriculum to ensure students complete Level 1 by the end of middle school. ● Investigate the feasibility of implementing a Summer Academic Enrichment Program. ● Review the middle school schedule to accommodate increased instructional time for English Language Arts (ELA) and Mathematics
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Create an inventory of all Honors and Advanced Placement (AP) courses currently offered at HHS. ● Analyze enrollment numbers for Honors and AP courses to assess student participation. ● Compile an inventory of Gifted and Talented (G&T) programs in elementary and middle schools. ● Implement site visits to other schools to gather insights and best practices in foreign language education. ● Collect and analyze test data and enrollment figures for Algebra I courses at LMS. ● Gather and evaluate test data and enrollment statistics for AP

	courses offered at HHS.
Resources	https://www.nj.gov/education/standards/gifted/ College Board / AP Central
Staff	Formulate a G&T Committee K-12 Administration Teachers Parents
Timeline	July 2023-June 2028

AREA # 2: Design an innovative curriculum structure (which) embodies flexibility and encourages students to have an active role in their education and beyond	
Necessary Actions	<ul style="list-style-type: none"> ● Enhance Curriculum Accessibility: <ul style="list-style-type: none"> ○ Make the curriculum accessible to all stakeholders, including students, through the district website. ● Foster Student Choice in Assessments: <ul style="list-style-type: none"> ○ Allow students to showcase mastery by offering choices in assignments and assessments. ● Identify Professional Development Needs: <ul style="list-style-type: none"> ○ Determine the necessary professional development to support teachers in differentiation and growth mindset practices. ● Incorporate Option 2 course offerings to meet student needs and provide flexibility in the traditional school schedule. ● Create incentive-based programs to recognize honor roll students, such as breakfasts and awards. ● Continue to offer the "Senior Experience" opportunity through BCSS or district staff. ● Create a Freshman Academy (First-Year Experience) and Senior Seminar with special scheduling for workshops. ● Review the HHS career pathways by analyzing post-graduation data to ensure alignment with student needs. ● Provide opportunities for LMS students to explore high school pathways before transitioning. ● Integrate research and a multidisciplinary approach to writing throughout the curriculum. ● Guarantee that instructional practices remain accessible to an increasingly diverse student population. ● Equip students with executive functioning strategies and skills, starting in elementary school.
Select	<ul style="list-style-type: none"> ● Survey

Measurements of Accountability	<ul style="list-style-type: none"> ● Increase matriculation numbers, decrease in PCTI costs
Resources	<ul style="list-style-type: none"> ● Time ● Money
Staff	Directors, Supervisors, Principals Teachers
Timeline	July 2023-June 2028

AREA # 3: Create an abundance of inclusive and diverse opportunities that tap into student interests and passions, inspiring them to be leaders in the real world.	
Necessary Actions	<ul style="list-style-type: none"> ● Reinstate the district's Work-Based Learning (WBL) program. ● Continuously assess and broaden club offerings and student programming. ● Increase opportunities for student leadership roles within the district. ● Encourage student participation and feedback through open forums and surveys. ● Highlight student success with "Student of the Month" recognition at all educational levels. ● Increase opportunities for students in Special Programs to access the curriculum on a case-by-case basis. ● Facilitate student involvement in town-sponsored activities and platforms, such as student-written plays at the Bandshell or HHS Band performances in community settings.Re-establish the Work-Based Learning (WBL) program for the district.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Student Club/Activity Survey - Evaluate current offerings ● Inventory of club offerings and number of active student participants. ● Evaluate surveys of students interests
Resources	<ul style="list-style-type: none"> ● Alliance with the Municipality
Staff	<ul style="list-style-type: none"> ● Administration
Timeline	July 2023-June 2028

AREA # 4: Increase the number of students who meet or exceed proficiency on standardized assessments

Necessary Actions	<ul style="list-style-type: none"> ● Analyze data to identify areas in need of improvement. ● Conduct regular data team meetings for the evaluation and interpretation of data. ● Implement district-wide or school-wide Student Growth Objectives (SGO) focused on improving writing skills across all content areas. ● Maintain consistent communication and outreach to the student body regarding the importance of standardized tests. ● Encourage department leadership to model NJSLA-aligned activities and assessments that incorporate NJSLA skills. ● Utilize progress monitoring data to measure student progress in Response to Intervention (RTI) programs. ● Reassess the current math program and its implementation. ● Create common assessments in math and language arts that closely resemble state test questions and comprehensively cover state standards. ● Provide explicit and direct instruction on the test, aligning teaching with the standards as the test is now directly aligned to them.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● NJSLA Data ● Renaissance Data ● Local Assessment Data
Resources	<ul style="list-style-type: none"> ● State and Local data ● NJSLA
Staff	<ul style="list-style-type: none"> ● Administration / Academic Coordinator / Teachers
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

GOAL # 2 To cultivate a sense of belonging among all community stakeholders that fosters a commitment to the Hawthorne Public Schools

AREA # 1: Coordinate communication between schools within the district.	
Necessary Actions	<ul style="list-style-type: none"> ● Establish a shared Smore Newsletter format for weekly updates provided by building principals. Include a table of contents that allows easy navigation to different schools' updates. ● Ensure ongoing communication of district goals and the progress made toward achieving them through the newsletter. ● Create a dedicated communication folder on the district website to centralize information from all schools. ● Investigate the possibility of implementing a common and centralized app for all schools within the district. ● Promote the increased use of social media to enhance communication and engagement with the community. ● Foster vertical articulation by organizing school visitations to facilitate collaboration and consistency among different grade levels or educational levels
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Data analytics from Smores views (click through rate, time spent viewing, attachments viewed, etc)
Resources	<ul style="list-style-type: none"> ● Purchase paid version of Smore ● Use of other apps as applicable
Staff	<ul style="list-style-type: none"> ● Admin Council ● Advisors
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

AREA # 2: Increase parental involvement among ML (Multilingual Learners) families	
Necessary Actions	<ul style="list-style-type: none"> ● Organize targeted events specifically for parents of English as a Second Language (ML) students. ● Ensure the availability of translation services at key district events to accommodate diverse language needs.

	<ul style="list-style-type: none"> ● Utilize Title 3 funds to offer English as a Second Language (ESL) classes for parents. ● Include a translation feature on the new website to make content accessible in multiple languages. ● Encourage parent involvement in language clubs, such as Spanish and Italian, by inviting them to contribute and interact with students and the community. ● Host multicultural events, like a School Multicultural Festival or a PTO Meeting, attached to larger community events either before or after. ● Provide incentives, such as a PTO bilingual parent representative, to increase engagement and participation at PTO meetings.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Attendance at events ● Parent feedback
Resources	<ul style="list-style-type: none"> ● Title 3 funding
Staff	<ul style="list-style-type: none"> ● Kristen Trabona, ML teachers, bilingual parent/community member volunteers ● Tamer Mamkej website analytics
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

AREA # 3: Increase articulation between all schools for inter building connections	
Necessary Actions	<ul style="list-style-type: none"> ● Create additional opportunities for vertical articulation among staff and administrators. ● Facilitate joint department meetings between middle school and high school educators. ● Organize grade-level meetings that involve teachers from different elementary buildings. ● Hold administrative meetings that involve both middle and elementary school administrators. ● Arrange administrative meetings that involve both middle and high school administrators. ● Foster opportunities for teachers to visit classrooms at different levels of instruction. ● Reevaluate the current meeting structure to identify and improve articulation opportunities.

	<ul style="list-style-type: none"> ● Maintain the practice of monthly administrative walkthroughs. ● Provide a Middle School Experience at HHS where small groups of students visit the high school.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Educator to Educator PLC ● Peer Visitations ● Teacher feedback
Resources	<ul style="list-style-type: none"> ● Coverage
Staff	<ul style="list-style-type: none"> ● All
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

AREA # 4: Promote outreach to the community at large (i.e. Police Department, local businesses etc.)	
Necessary Actions	<ul style="list-style-type: none"> ● Strengthen partnerships with HPD (Police Department), HFD (Fire Department), and Ambulance Corps to expand school-based programs. ● Explore potential Work-Based Learning opportunities in collaboration with local businesses. ● Continue active involvement in town-sponsored events to enhance community engagement. ● Include a link to the school newsletter in the Mayor's Weekly Newsletter for broader community awareness. ● Collaborate with the Municipal Alliance to organize a senior citizen show as part of the Spring Musical. ● Investigate the possibility of implementing Senior Seminar Workshops led by community members. ● Expand the TREP\$ Marketplace program to provide more entrepreneurial opportunities for students. ● Hire a School Resource Officer (SRO) to enhance safety and support within the school community. ● Create an Alumni Association and establish an Athletic Hall of Fame to celebrate the achievements of alumni and athletes.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Post-event Survey community stakeholders
Resources	<ul style="list-style-type: none"> ● Google Form

Staff	<ul style="list-style-type: none"> ● All Staff
Timeline	July 2023-June 2028

AREA # 5: Establish an environment that fosters a relationship and connections among staff members

Necessary Actions	<ul style="list-style-type: none"> ● Encourage and promote district-wide events to boost staff participation and cultivate relationships across schools. ● Restructure both school-specific and district-wide staff appreciation events to make them more engaging and meaningful. ● Implement monthly staff events to provide regular opportunities for team building and camaraderie. ● Increase the frequency of staff shout-outs, recognition efforts, and appreciation incentives to acknowledge and motivate employees.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Attendance at events ● Staff feedback from Climate & Culture/ScIP committee
Resources	<ul style="list-style-type: none"> ● Rubber Ducks, Gift Cards/Prizes
Staff	<ul style="list-style-type: none"> ● All Staff
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

AREA # 6: Improve public relations

Necessary Actions	<ul style="list-style-type: none"> ● Increase the utilization of social media platforms to enhance communication and engagement with the community. ● Create a shared Smore Newsletter for weekly updates from building principals, with a user-friendly table of contents for easy navigation to different schools' updates. ● Explore the possibility of assigning public relations (PR) responsibilities to a staff member or PR firm, offering a stipend as an incentive.
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	<ul style="list-style-type: none"> ● Share information about district-wide events at PTO (Parent-Teacher Organization), HEF (Hawthorne Education Foundation), and SEPAC (Special Education Parent Advisory Council) meetings. ● Ensure Hawthorne Public Schools' presence at community events like Hawthorne Day, job fairs, and other relevant gatherings to promote the district.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Social Media Engagement ● Event attendance
Resources	<ul style="list-style-type: none"> ● Smore, Instagram ● Provide food or other incentives
Staff	<ul style="list-style-type: none"> ● Building Principals
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

GOAL # 3: To improve the physical environment to stimulate and inspire students and teachers.

AREA # 1: Create a welcoming environment that motivates student engagement and empowers critical thinking and collaboration	
Necessary Actions	<ul style="list-style-type: none"> ● Continue painting classrooms, hallways, and common areas as part of routine maintenance. ● Refinish gym floors as needed to maintain safety and aesthetics. ● Enhance the entrance to the HHS Athletic Facility for improved accessibility and aesthetics. ● Implement improvements in the bus yard area for efficiency and safety. ● Procure new uniforms for interscholastic teams to enhance team identity and performance. ● Continue the process of upgrading water fountains to bottle filler stations throughout the school year. ● Establish a community garden near the concession stand for use and maintenance by classes and clubs. ● Update bathrooms as necessary across the district to ensure functionality and hygiene. ● Explore the purchase of an Anatomage table for science classes to enhance education.

	<ul style="list-style-type: none"> ● Install signs or banners on poles leading up to HHS for improved visibility and school identity.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Inventory of completed projects
Resources	<ul style="list-style-type: none"> ● Donations ● Use of maintenance reserve funds ● Use of budgeted capital reserve fund
Staff	<ul style="list-style-type: none"> ● Administration & BOE ● Maintenance & Custodial ● Athletic Director & Coaches
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

AREA # 2: Increase space/offerings for vocational studies and trades to foster a sense of belonging and opportunity within the schools

Necessary Actions	<ul style="list-style-type: none"> ● Exploration of Careers in Trades class ● Senior experience /WBL ● Explore available spaces at HHS for other opportunities ● Explore other collaborations with surrounding school districts or local businesses
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Course / Program enrollment ● Student feedback
Resources	<ul style="list-style-type: none"> ● Community connections ● Local school districts and local businesses
Staff	<ul style="list-style-type: none"> ● Administration ● Teachers
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

AREA # 3: Enhance athletic spaces to increase participation in extracurricular activities

Necessary Actions	<ul style="list-style-type: none"> ● Upper fencing replaced at HHS (include new fencing down the hill and add some landscaping) ● Improve playing surfaces (sprinklers on both fields, turf)
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	<p>blankets on both fields, regrade both fields)</p> <ul style="list-style-type: none"> ● New uprights on main athletic field at HHS ● Treatment of all fields (chemicals, seed, leveling, top dressing etc.) ● Glass backboards on all interior basketball courts ● Updated railing on the balcony at HHS ● New signage for teams/records holders at HHS ● Updated fields at district schools ● The long-term goal of field turf on HHS athletic fields ● Create a Wall of Fame in the main hallway at HHS ● HHS- maximize use of space for weight room and other wellness initiatives
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Inventory of completed projects ● Analysis of enrollment trends in extracurricular activities ● Feedback from various stakeholders
Resources	<ul style="list-style-type: none"> ● Donations ● Use of maintenance reserve funds ● Use of budgeted capital reserve fund
Staff	<ul style="list-style-type: none"> ● Administration & BOE ● Maintenance & Custodial ● Athletic Director & Coaches
Timeline	<ul style="list-style-type: none"> ● July 2023-June 2028

AREA # 4: Create a cost-effective plan to maintain state-of-the-art / updated facilities (i.e. renewable energy)	
Necessary Actions	<ul style="list-style-type: none"> ● Ensure proper field maintenance equipment and supplies are available for use by maintenance staff. ● Consider possible revenue sources: Athletic Hall of Fame / Alumni Association, Advertising around the field and on fences, etc.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Stakeholder Feedback ● Visual Inspection and Evaluation
Resources	<ul style="list-style-type: none"> ● Budgeted funds ● Donations ● Fundraisers
Staff	<ul style="list-style-type: none"> ● Maintenance and Custodial staff

	<ul style="list-style-type: none"> • Administration and BOE • Athletic Director and Coaches
Timeline	<ul style="list-style-type: none"> • July 2023-June 2028

GOAL #4: To create a safe environment for all stakeholders to thrive emotionally, socially, and physically

AREA # 1: Create more robust extra-curricular activities for our more vulnerable ages to keep them engaged and unplugged	
Necessary Actions	<ul style="list-style-type: none"> • Increase student engagement in clubs at LMS & HHS (evaluate offerings and add based on student voice) • Clubs at the elementary schools / PTO Funded programs after school • Re-advertise and promote interscholastic and intramural program offerings at LMS and HHS. Possibly a sports fair, similar to the Club Fair recently held at HHS • Seeking student input and interest on future opportunities • Develop Summer Sports Camps with HHS coaches and athletes for K-8 students: • 4th & 5th Grade Combined Elementary Evening Events • 2023-2024 Combined Elementary Junior Olympics @ HHS
Select Measurements of Accountability	<ul style="list-style-type: none"> • List of club offerings at LMS and HHS • Open House • Continue to explore ways to include extracurricular activities at the Elementary level • Survey results • Enrollment
Resources	<ul style="list-style-type: none"> • Scheduling • Money • Supplies • Community reachout/fundraising
Staff	<ul style="list-style-type: none"> • Teaching staff • Coaching Staff
Timeline	<ul style="list-style-type: none"> • July 2023-June 2028

AREA # 2: Cultivate community connections through implementing an SRO (School Resource Officer) Program	
Necessary Actions	<ul style="list-style-type: none"> ● Ongoing discussion with the HPD and Borough of Hawthorne for a shared service. ● Ongoing meetings to discuss roles and responsibilities for future implementation.
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Implementation of SRO ● Programs in conjunction with HPD- guest speakers ● ROAR ● Leadership Camp ● Consider reinstating Nyoda Hills trip for 7th grade
Resources	<ul style="list-style-type: none"> ● Money ● Municipal Alliance
Staff	<ul style="list-style-type: none"> ● District Administration ● Board of Education
Timeline	July 2023-June 2028

AREA # 3: Improve student- teacher relationships	
Necessary Actions	<ul style="list-style-type: none"> ● Provide professional development for staff and students ● Incorporate advisory programs at all levels ● Teacher Mentors (duty/den days) ● Help teachers get acclimated with diverse cultures (Hispanic Heritage Celebration/HHS and Elementary Connection through their heritage/Buddy System/Dual Presentations) ● LMS Student Activity Advisor
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Implementation of PLCs (Classroom Management etc.) ● Tangible Outcomes of PLCs that are used district wide ● Continuation of Den Days monthly at LMS. ● Focus on SEL at start of school year
Resources	<ul style="list-style-type: none"> ● Arrange trips between schools
Staff	<ul style="list-style-type: none"> ● Staff with rich backgrounds
Timeline	July 2023-June 2028

AREA # 4: Improve family outreach regarding HIB (Harassment, Intimidation, and Bullying) resources	
Necessary Actions	<ul style="list-style-type: none"> ● Update HIB presentation for parents ● Professional Development for families ● Provide a web page of resources
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Possible District Presentation with the district Anti-Bullying Coordinator and board attorney ● Develop resources for the district website ● PTO presentation
Resources	<ul style="list-style-type: none"> ● HIBster ● School Presentations
Staff	
Timeline	July 2023-June 2028

AREA # 5: Increase security during extracurricular activities	
Necessary Actions	<ul style="list-style-type: none"> ● Ensure security guards are visible at extracurricular events and activities ● Possibly add cameras on athletic field/playgrounds, cafeteria ● If possible, maintain consistency with security staff between the school setting and extracurricular ● Needing site supervisors between dismissal and extra-curricular ● SRO implementation ● Security Camera Installment (in many areas) ● Security camera access on phones/ipads
Select Measurements of Accountability	<ul style="list-style-type: none"> ● Decrease in incidents
Resources	<ul style="list-style-type: none"> ● Money ● New Cameras/Security system ● Personnel/HPD/Security/Cite Supervisors
Staff	<ul style="list-style-type: none"> ● HPD ● Security guards
Timeline	July 2023-June 2028