

# 3D Strategic Plan

2022 - 2027

Strategic Plan  
Executive Summary

Prepared for the

## Hawthorne Public School District

**Facilitated by: NJSBA Field Services Department**

Kathleen Helewa and Patricia Rees, Field Service Representatives

**New Jersey School Boards Association**

*Serving Local Boards of Education Since 1914*



# 3D Strategic Plan

**2022-27 Hawthorne Public School District**

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## **Acknowledgements**

The Hawthorne Public School District's 3D Strategic Planning process, completed during the 2022-2023 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

### **Members of the Hawthorne Board of Education**

**Abigail Goff, President**

**Alexander Clavijo, Vice President**

**Joseph Carr**

**Jennifer Ehrentraut**

**Alma Morel**

**Anthony Puluse**

**Bruce Reicher**

**Jay Shortway**

**Marco Totaro**

### **Superintendent**

**Richard A. Spirito**

### **Business Administrator/ Board Secretary**

**Cheryl Ambrose**

The Board and Administration would like especially to thank the scores of community members, school district teachers and staff, school district administrators, parents and student who worked together in a series of open meetings to create the 2022-27 Hawthorne Public School District Strategic Plan.



Hawthorne Public School District Attendee List  
Strategic Planning Meeting #1 - October 4, 2022

Gerard Somma	Owen Willets	Kevin Pfister
Tamer Mamkej	Ozzie Duran	Laurie Boe
Jim Kuehlke	Craig Cayetano	Erik Boe
Mary Ann Lopez	Alex Clavijo	Joe Pisacane
Kelly Bosgra	Danilo Ramirez	Theresa DiGeronimo
Alma Morel	Erica Mukley-Koltzan	Melanie Dragone
Mike Zunick	Anthony Puluse	Amanda Bushoven
Marco Totaro	Jen Ehrentraut	Keshia Golding- Cooper
Kim Wolfe	Art Mazzacca	Stephanie Donatello
Susan Menshon	Matt Goff	Patti Pasquino
Steve Droske	Abigail Goff	Rosemary Guichardo
Joe Carr	Sue Graglia	Robyn Bryant
Michelle King	Noreen Ydo	Ashley Smith
Richard Santangelo	Susan Farina	
Samantha Ricart	Tracy Brudzynski	
Tracy Gaehring	Cheryl Ambrose	
Barbara Krieger	Dafina Moore	
Erin Devor	Jessica Pignatello	
Kristin Trabona	Jackie Passero	
Rick Burd	Lesia Maali	
Catharine Willets	Andrea Kroeze	



Hawthorne Public School District Attendee List  
Strategic Planning Meeting #2 - October 11, 2022

Jennifer Doyle

Mike Doyle

Keshia Golding-Cooper

Bonnie Aschenbrand

Cheryl Pasquale

Jessica Pignatello

Samantha Ricart

Catharine Willets

Owen Willets

Richard Santangelo

Steve Droske

Kim Wolfe

Erica Mulkey-Koltzan

Art Mazzacca

Susan Menshon

Kristen Trabona

Rick Burd

Matthew Goff

Jackie Passero

Kevin Pfister

Dafina Moore

Joe Pisacane

Ashley Smith

Robert Johnson

Mike Zunick

Kelly Bosgra

Rosemary Guichardo

Erin Devor



Hawthorne Public School District Attendee List  
Strategic Planning Meeting #3 - November 1, 2022

Dafina Moore

Tracy Gaehring

Laurie Boe

Susan Menshon

Jamie Gall

Alex Clavijo

Cheryl Pasquale

Kiara Gary

Hope Foley

Silvia Gallagher

Erica Mulkey-Koltzan

Jessica Pignatello

Alma Morel

Bruce Reicher

Sylvia Zawistoska

Cheryl Ambrose

Toby Murphy

Theresa DiGeronimo

Kelly Bosgra

Mary Ann Lopez

Jeannie Fournier

Jennifer Doyle

Mike Doyle

Robyn Bryant

Richard Genberg

Samantha Ricart

Keshia Golding-Cooper

Danilo Ramirez

Abigail Goff

Kristen Trabona

Rick Burd

Kevin Pfister

Joe Pisacane

Steve Droske

Erin Devor

Jackie Passero

Marco Totaro

Dana Pergola

Joe Carr

Richard Santangelo

Andrea Kroeze

Melanie Dragone

Maria Biendo

Alison Scillieri



# 3D Strategic Planning Process

## Executive Summary

### **A. Educating the Board to make an informed decision**

In April of 2022, Kathleen Helewa of the New Jersey School Boards Association presented information to the Hawthorne Board of Education on the NJSBA 3D Strategic Planning process and facilitation.

The information included a review of the following information and requirements:

- commitment of time and resources
- school and community level involvement
- the Board's role in the process
- potential participants to be included in the process

The Board contracted with NJSBA for these services.

### **B. 3 D Strategic Plan Meetings**

Ms. Helewa and Patricia Rees of NJSBA facilitated three Strategic Planning sessions at the Hawthorne High School with the Board, Administration, Hawthorne educators and staff, community members, parents, and student. The following outcomes were derived from these meetings:

1. The strengths of and challenges facing the Hawthorne Public School District;
2. Visions for the future of the school, along with goal areas for the Strategic Plan; and
3. Draft goals and objectives for the District's Strategic Plan.

Outcomes from those Strategic Planning meetings are appendices to this document.

### **C. Developing the Action Plans**

The Superintendent and his Administrative Team will develop action plans to implement the 3D Strategic Plan. The action plans will include the following:

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

### **D. Next Steps**

The Board of Education will adopt the plan and implementation will begin.



# HAWTHORNE PUBLIC SCHOOL DISTRICT

## MISSION STATEMENT

*The Hawthorne Public School District will provide a safe and challenging learning environment that develops the whole child academically, behaviorally, socially, and emotionally. In doing so, students are able to reach their maximum potential in a supportive and inclusive school community that welcomes all students, staff, and families to be their authentic selves.*

*Hawthorne students are empowered to develop heightened communication skills, demonstrate knowledge of citizenship and economic responsibility, make meaningful connections and function successfully as active participants in a complex, changing global world economy.*



# Hawthorne Public Schools

## Portrait of a Graduate

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

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

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

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

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

# GOAL AREAS

**GOAL AREA # 1**  
**Student Achievement and Opportunities**

**GOAL AREA # 2**  
**Community Commitment**

**GOAL AREA # 3**  
**Facilities**

**GOAL AREA # 4**  
**Safe Environment**



# GOAL AREA # 1

## Student Achievement and Opportunities

**Goal Statement:** To develop a rigorous educational environment that challenges all students to succeed throughout and beyond the Hawthorne Public School District.

**Objectives:**

1. Increase access to accelerated/ G&T courses.
2. Design an innovative curriculum structure [which] embodies flexibility and encourages students to have an active role in their education (and beyond).
3. Create an abundance of inclusive and diverse opportunities that tap into student interest and passions, inspiring them to be leaders in the real world.
4. Increase the number of students who meet or exceed proficiency on standardized assessments.



# GOAL AREA # 2

## Community Commitment

**Goal Statement:** To cultivate a sense of belonging among all community stakeholders that fosters a commitment to Hawthorne Public Schools.

**Objectives:**

1. Coordinate communication between all schools.
2. Increase parental involvement among ESL [English as a Second Language] families.
3. Increase articulation between all schools for interbuilding connections.
4. Promote outreach to community at large (i.e., Police Department, local businesses, etc.)
5. Establish an environment that fosters relationships and connections amongst staff members.
6. Improve public relations.



# GOAL AREA # 3

## Facilities

**Goal Statement:** To improve the physical environment to stimulate and inspire students and teachers.

**Objectives:**

1. Create a welcoming environment that motivates student engagement and empowers critical thinking and collaboration.
2. Increase space / offerings for vocational studies and trades to foster a sense of belonging and opportunity within schools.
3. Enhance athletic spaces to increase participation in extra-curricular activities.
4. Create a cost-effective plan to maintain state-of-the-art / updated facilities (i.e., renewable energy).



# GOAL AREA # 4

## Safe Environment

**Goal Statement:** To create a safe environment for all stakeholders to thrive emotionally, socially, and physically.

### **Objectives:**

1. Create more robust extra-curricular activities for our more vulnerable ages to keep them engaged, unplugged, and involved.
2. Cultivate community connections through implementing an SRO [School Resource Officer] program.
3. Improve student-teacher relationships by decreasing class sizes.
4. Improve family outreach regarding HIB [Harassment, Intimidation and Bullying] resources.
5. Increase security during extracurricular activities.



# **Appendix A**

## **Superintendent's State of the District Report**

**Presented October 4, 2022**



# Hawthorne Public Schools

## 2022 Strategic Planning Session 1



Richard A. Spirito, Superintendent  
Hawthorne Public Schools  
October 4, 2022



# Tonight's Agenda

- Welcome
- District Mission Statement
- Portrait of a Graduate
- District Overview
- Demographic Information
- Current Strategic Planning Goals
- District Accomplishments / Challenges
- Next Steps
- Strategic Planning 2022



## **THE AGENDA**



# District Mission Statement

The Hawthorne Public School District will provide a safe and challenging learning environment that develops the whole child academically, behaviorally, socially, and emotionally. In doing so, students are able to reach their maximum potential in a supportive and inclusive school community that welcomes all students, staff, and families to be their authentic selves. Hawthorne students are empowered to develop heightened communication skills, demonstrate knowledge of citizenship and economic responsibility, make meaningful connections and function successfully as active participants in a complex, changing global world community.



# Portrait of a Graduate

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

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

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





# Hawthorne Public Schools

## District Overview (2022-2023)

- **Total Enrollment – 2,405**
- Total In-District Enrollment – 2202
- Total Out-of-District Enrollment – 203 (inclusive of PCTVS students)
- Total students at PCTVS - 167

## • **Five Schools, The Bear Cave Transition Program, HOPE Program**

- 3 Elementary Schools – Grades Pre-K - 5 (Pre-K at Jefferson Elementary School)
- 1 Middle School – Grades 6-8
- 1 High School – Grades 9 - 12
- The Bear Cave – 18 to 21 year old students
- HOPE – Hawthorne Opportunity Provides Empowerment

## • **Parent Organizations**

- 5 - Parent Teacher Organizations
- 1 – Hawthorne Education Foundation
- 1 – Special Education Parent Advisory Council
- 1 – Booster Club
- Other parent organizations including: Band Parents, Project Graduation, etc.



# Demographic Information

	HHS	LMS	Jefferson	Roosevelt	Washington
<b>Enrollment</b>	<b>624</b>	<b>564</b>	<b>260</b>	<b>505</b>	<b>262</b>
Gender M/F	55% / 45%	49% / 51%	56% / 44%	52% / 48%	51% / 49%
Economically Disadvantaged	29.8%	33%	15.8%	29.7%	51.9%
Students with Disabilities	18.6%	18.6%	25.4%	21.6%	21.4%
ELL	2.2%	2%	1.2%	4%	4.2%

\*\*Information courtesy of the 2020-2021 School Performance Reports



# Demographic Information

	HHS 2017	2021	LMS 2017	2021	Jeff. 2017	2021	Roos. 2017	2021	Wash. 2017	2021
White	65.2%	59.3%	61.2%	54.8%	69.8%	65.4%	59.6%	49.3%	36.6%	26.3%
Hispanic	28.4%	34.3%	31.9%	37.4%	22.8%	25.4%	33.7%	43.6%	54.5%	67.2%
Black or African American	4.1%	4.0%	3.7%	4.4%	2.1%	2.3%	2.8%	2.8%	4.7%	3.8%
Asian	2.2%	1.8%	3.0%	1.8%	4.2%	3.1%	1.8%	1.8%	1.1%	1.1%
Two or More Races	0%	0.5%	0.2%	1.4%	1.1%	3.5%	2.1%	2.6%	3.2%	1.1%

\*\*Information courtesy of the 2020-2021 School Performance Reports



# 2018 - 2022 Strategic Planning Goals

## Strategic Planning Goals 2018-2022

- To academically, socially, and emotionally prepare students for a successful future as active contributing members of their community
- To provide comprehensive and rigorous learning experiences to best prepare students for future success as lifelong learners
- To cultivate a positive and supportive culture so the students can continue to learn and grow.

*On the following slides I will provide a brief summary of our accomplishments toward the achievement of the above goals.*



# District Accomplishments

2018 to Present

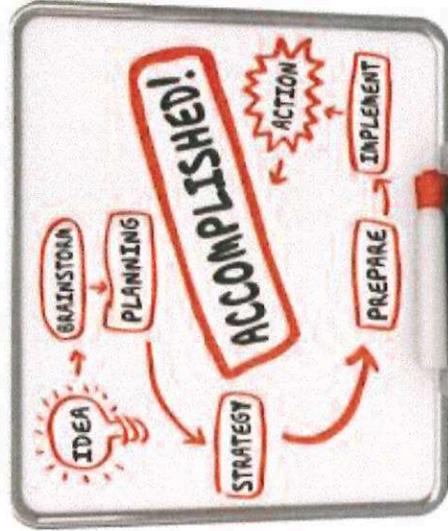
- **Programming and Course Offerings**
  - Updated Curriculum / New Course Offerings
  - Small Learning Communities
  - STEM Capstone – (NJSBA Steam Tank, 3<sup>rd</sup> Place)
  - Senior Experience – Internship program
  - TREPS (5<sup>th</sup> grade)
  - Increased online instructional resources
  - Bear Cave, HOPE, and other in-district programs
  - Targeted Professional Development for staff
  - Increased extracurricular opportunities\*\*
- **Supporting SEL**
  - Additional Guidance Counselors at HHS, LMS, and the elementary schools
  - Parent nights / staff programs to support SEL
  - Annual Mental Health Screener Gr. 6-12
  - Additional resources (i.e. Mindful Practices, Second Step Curriculum, etc.)
- **Student Supports**
  - Restructured BSI Program / Multi-Sensory reading program to improve support for struggling learners
  - Continued support of universal screeners and resources for RTI, including...
  - Renaissance Learning / Cognitive Toy Box to assist with evaluating students academic growth
- **Diversity, Equity, and Inclusion**
  - Established a Diversity Comm. to ensure an inclusive environment where diversity is respected and valued
  - To meet the diverse needs of all members of our school community



# District Accomplishments

2018 to Present

- **Partnerships**
  - Borough of Hawthorne (school programs, school security, and garbage services)
  - Hawthorne PD, Ambulance Corps, Fire Dept., Municipal Alliance
  - PCCC, FDU, and SHU
  - West Bergen Mental Health Counselors (2)
  - Heroes and Cool Kids
  - No Place for Hate
- **Staffing / Recruiting**
  - Addition of two Instructional Supervisors (Gr. 6-12) to support instructional practices
  - Academic Coordinators (Elementary / Middle Schools) to review student data and assist with intervention plans for struggling learners
  - Membership in CJ PRIDE (Central Jersey Program for the Recruitment of Diverse Educators)





# Current Co-Curricular Offerings

## Interscholastic Teams

### HHS

- Football
- Soccer
- Volleyball
- Fall Cheerleading
- Tennis
- Basketball
- Bowling
- Winter Cheerleading
- Hockey Tri-Op
- Winter Track
- Wrestling
- Baseball
- Flag Football
- Golf
- Lacrosse
- Softball
- Spring Track

### LMS

- Soccer
- Basketball
- Wrestling
- Spring Track

## HHS Clubs / Offerings

- Art Club
- Broadcasting Club
- E-Sports Club
- Chess Club
- Clarion Club
- Digital Media Club
- Drama Club
- Debate Club
- Ecology Club
- GSA Club
- Jazz Club
- Robotics Club
- Spanish Club
- Creative Writing Club
- Italian Club
- Model UN Club
- SHARE Club
- TEEEM Club
- Student Council
- Honor Societies (3) and Peer Leaders
- Fall and Spring Drama Productions

## LMS Clubs / Offerings

- Jazz Club
- Drama Club
- Yearbook Club
- Coding Club
- Crafting Club
- Book Club
- STEM Club
- Wellness Club
- Fitness Club
- Social Studies Club
- Science Club
- Kindness Club
- Spring Drama Production
- Student Council

New teams and clubs since 2018



# District Accomplishments

2018 to Present

## Technology

- Implemented a One to One for students (Gr. 6-12) and all staff
- Increased availability of Chromebooks and I pads at the elementary schools
- Implementation of google classroom, google drive, and google apps for education
- Increased use of Realtime Parent Portal
- Development of online registration for all grades including Kindergarten registration
- Upgraded network switches district wide to support increased use of technology
- Installation of new Epson projectors and whiteboards in all classrooms
- Increase in our internet bandwidth and the addition of 2<sup>nd</sup> internet service for redundancy (One - 500 mpbs connection increased to two - 1 gigabit connections)
- Installed AV and projection systems in multiple locations across the district.
- Build out STEM, Science Labs, Broadcasting room, and Media Arts labs with updated technology (3-D Printers, high end computers, etc.)
- Plans to upgrade our website during the 2022-2023 school year



# District Accomplishments

2018 to Present

## School Security Upgrades

- Installed additional interior and exterior cameras at all schools
- 179 cameras district wide
- 100 additional cameras since 2015
- Current camera software in all schools includes coordination with Hawthorne PD
- Implemented 911 Inform security system integrated with Hawthorne PD
- Installed new internal and external cameras on all district buses in 2022
- Increased key fob secure entry system access for all staff and Hawthorne PD (4 locations at each school)
- Completed interior and exterior door replacements at all schools
- Installed new windows district wide
- Installed phones in all classrooms to provide for increased communication both inside and outside of our schools
- Updated our Security Flip Charts for all classrooms and offices throughout the district.
- In 2018, we partnered with the borough to provide armed security guards in all schools.
- We've added emergency strobe lights in specific locations and a silent alarm as required by Alyssa's Law.
- Improved Cyber Security (Conducted network penetration assessment, instituted 2 factor authentication, EDR – Endpoint Detection and Response, upgraded firewall, implemented content filtering, Go Guardian, for student devices at home and in school)



# District Accomplishments

2018 to Present

**REFERENDUM 2019**

## Project Completed at HHS

- One to One Chromebook Initiative
- Redesigned Culinary Classroom
- 3 - State of the Art Science and STEM Labs
- Modernized Art and Band Rooms
- Wall graphics: Gym and Cafeteria
- Auditorium Air Conditioning
- Window Replacements
- Interior Door Replacements
- Partial Roof Replacement
- Fire Alarm System Upgrade

## Project Completed at LMS

- One to One Chromebook Initiative
- 2 State of the Art Science Labs
- Redesigned Media Center
- Wall graphics: Gym and Cafeteria
- Boiler Replacements
- Window Replacements
- Interior Door Replacements
- Partial Roof Replacement
- Fire Alarm System Upgrade

## Project Completed at the Elementary Schools

- Remodeled Media Center, Art, and Band Rooms in all schools
- Wall graphics: Gyms and Cafeterias
- Window Replacements
- Interior Door Replacements
- Various Roof Replacements
- Fire Alarm System Upgrade
- Security Camera Expansion

## Summer 2023 Renovations at HHS

- 3 additional Science Labs
- Media Center
- Elevator upgrade
- Completion of emergency generators (all schools)

*\*\*Additional facility projects include new classroom furniture, athletic field improvements, painting, paving, and lighting upgrades.*



# Looking at the Challenges Ahead

## ✓ Enrollment

- New community developments and possible increased enrollment
- Impact on facilities, staffing, and programs

## ✓ Fiscal Challenges

- 2% Budget Cap
- Uncertainty of annual State Aid
- Significant increase in costs (i.e. transportation, health benefits, etc.)
- Impact of increased enrollment at PCTVS due to continued expansion

## ✓ Technology

- Maintaining and supporting our current infrastructure and increased devices
- Staying current with everchanging technology

## ✓ Supporting SEL

- Increased mental health concerns post COVID
- Maintain the current support staff in our operating budget (i.e. counselors, West Bergen)

## ✓ Staffing Challenges

- Teacher Shortage
- Recruiting and maintaining a diverse staff

## ✓ New Mandates

- State and Federal
- Curricular, School Security, HIB, etc.



# Strategic Planning 2022

Tonight we will begin  
the process of  
developing a shared  
vision for the future  
of the Hawthorne  
Public Schools



District Mission Statement and Portrait of a Graduate

# Thank You!!



We appreciate your participation in the Strategic Planning process and look forward to your participation in future meetings.

**Tuesday, October 11, 2022, 6:00 pm**

**Tuesday, November 1, 2022, 7:00 pm**

**Let's Get To Work!**

## **Appendix B**

### **Strengths / Accomplishments Challenges / Opportunities**





## **Hawthorne Public School District**

### **Is Creating a New Five-Year Strategic Plan**

### **The 3D Strategic Planning Process: Dream, Determination, and Destiny by Design**

#### **Session 1: What Are the Strengths, Achievements, and Challenges of the Hawthorne Public Schools?**

On **October 4, 2022**, parents and student, community members, school district staff, school district administrators, and Commissioners of the Hawthorne Board of Education came together to initiate strategic planning. The first evening's topic was focused on the current strengths and achievements of, and the challenges and opportunities facing, the Hawthorne Public School District.

We began the process with an overview of the state of the district as presented by Superintendent Richard A. Spirito. During his remarks, Superintendent Spirito examined the progress made under the District's current five-year strategic plan, which is maturing in this current school year. The reasoning for and the methodology of creating a new Strategic Plan for the District was presented to the participants by facilitators Kathleen Helewa and Patricia Rees of the New Jersey School Boards Association. We then broke into six small groups to identify the strengths and points of pride in our district, and to brainstorm what opportunities and challenges the school district faces in the future. After group discussion, each group identified their "top 10" (or thereabouts) lists of District strengths and challenges. Underlying all of our work are the District's Mission Statement, which was distributed to all participants, and underscored by Ms. Helewa in her remarks to the large group.

The information that follows on the next four pages is the work of the small groups, as written by the group members. As discussed with the meeting participants, all meeting outcomes will be posted on the District website for the wider community.



# New Jersey School Boards Association

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## **Group 1**

### ***Strengths/Accomplishments***

- Community / Pride
- Diversity
- Increased programs/ academics  
STEM/ AP
- College credit associations
- Special Ed

### ***Challenges/Opportunities***

- Market our strengths
- More STEM / STEAM
- Parent involvement
- Funding
- Elem—Clubs  
Before / After school  
(use HS students?)
- Virtual option w/comments for meetings

## **Group 2**

### ***Strengths/Accomplishments***

- Building / District safety procedures / policies and staff (officers) contribute to the success of keeping our community feeling well-served and comfortable
- The commitment of our dedicated teachers and staff contribute to the authenticity of our graduates.
- Teaching style is good.

### ***Challenges/Opportunities***

- All staff shortages weaken the desired success of students
- Bullying and behavioral issues need to be taken on and long-lasting solutions shall be implemented
- Communication breakdown(s) due to the changing demographics (language barriers) etc. shall be prevented to function successfully.
- Opportunities such as parent ambassadors shall be utilized in addition to student / teacher mentorships to make meaningful connections
- Keep dress code relaxed. Let students be flexible.
- Perhaps take opportunities to educate some about LGBTQ and to be more accepting of it.
- Make hard-to-understand topics easier to grasp in case of mixed schedules. Example: Physics first instead of Biology.

***Group 2 work continues on the following page***



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## ***Group 2 work , continued from the preceding page***

- Support relationships in school to help boost students' confidence.
- Encourage some occasional off-topic creativity. Example: building Legos or drawing in class.
- Do more for students who could be hurt than just giving them ice packs.

## **Group 3**

### ***Strengths/Accomplishments***

- Much progress accomplished over the past four years
- Security
- One to One technology
- Programs
  - Character Ed
- More clubs
- Teachers + Admin
- Diverse + Inclusive
- Upgrade of facilities
- Leadership
- Admin working with the Board

### ***Challenges/Opportunities***

- Athletics
  - Recruitment
  - Retention
- Academics, Student Achievement
- Youth groups (Town Rec)
- Sense of community between three elementary schools
- Outward communication
- Budget
- Teacher shortage
- Environmental & sustainability

## **Group 4**

### ***Strengths/Accomplishments***

- Family atmosphere + close relationships
- In-District Pre-K

***Group 4 work continues on the following page***



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## ***Group 4 work, continued from the preceding page***

- Bear Cave
- Special Education programs
- Community support (referendum)
- Social-Emotional Learning outreach
- Added security
- Communication – frequency of info being shared

### ***Challenges/Opportunities***

- Special Ed financial cost
- Lack of vocational programs
- Post-COVID
- Public Relations
- Retention of staff
- Retaining community involvement
- Communication -- specifically diversification of home languages

SPECIAL NOTE: P.S. AARON JUDGE HIT #62 TONIGHT! [note—not related to strategic plan, but a historical event that occurred during our session!]

## **Group 5**

### ***Strengths/Accomplishments***

- Progress towards future / holds true to community roots
- Family values, good morals
- Community support (both a strength and a challenge/opportunity)
- Comfort level with safety and security
- HPD/ School relationship
- Leadership Camp

### ***Challenges/Opportunities***

- Community support (both a challenge / opportunity and a strength)
- Communication
  - Two-way street
  - Streamline communication (multi-school families)
  - Website vs. social media
- More “public” curriculum
- Teacher shortage
  - Impacts instruction
  - Extra curricular
- Grow “The Teachers of Tomorrow” program

***Group 5 work continues on the following page***



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## ***Group 5 work, continued from the preceding page***

- Student retention  
(from LMS→ HHS)
  - Offerings
    - sports
    - programs
    - work study
    - internships

## **Group 6**

### ***Strengths/Accomplishments***

- Math and ELA Labs  
Study Skills
- Special programs
- Internships  
Opportunities & embracing alternative pathways post-HS
- Librarians and Media Center  
Makerspace
- Openness to community & caring community

### ***Challenges/Opportunities***

- Staffing & salaries  
Paras  
Benefits  
Lack of subs
- Lack of parent involvement
- Non-English speaking students & parents  
ELL resources
- Academic lag (COVID)

After sharing our small group results with all the evening's participants, we noted some of the common themes that were emerging: communications, staff retention, safety, and celebrating the school district. At the conclusion of the evening, all were thanked for their wide-ranging contributions and collaborative work.

**Our next meeting is set for Tuesday, October 11, at 6pm in the High School cafeteria.**

Check-in will begin at **5:30pm**. We will engage in a **Visioning Activity** to help refine our collective vision for the Hawthorne Public School District, which promises to be a truly *fun* exercise! **Our third and final meeting will be held on Tuesday, November 1 at 7pm.** New participants from every facet of our community are welcome to attend all three Strategic Planning meetings. We urge all of the session's participants to come again, and to bring a friend!



# New Jersey School Boards Association

413 West State Street • Trenton, NJ 08618 • Telephone: 609.695.7600 • Toll-Free: 888.88NJSBA • Fax: 609.695.0413

The Hawthorne Board of Education and Administration greatly appreciate your highly interactive participation in helping to help create a roadmap for our school district for the next five years. We look forward to working with you at our future sessions!

*We look forward to seeing you for our next Strategic Planning meeting, October 11, at 6 pm at the High School Cafeteria. Bring a friend!*



## Mission Statement

The Hawthorne Public School District will provide a safe and challenging learning environment that develops the whole child academically, behaviorally, socially, and emotionally. In doing so, students are able to reach their maximum potential in a supportive and inclusive school community that welcomes all students, staff, and families to be their authentic selves.

Hawthorne students are empowered to develop heightened communication skills, demonstrate knowledge of citizenship and economic responsibility, make meaningful connections and function successfully as active participants in a complex, changing global world community.

### Hawthorne Public Schools Portrait of a Graduate

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

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

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

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# Appendix C

## Visioning Exercise Outcomes





## The Hawthorne Public School District

### Is Creating a New Five-Year Strategic Plan

## The 3D Strategic Planning Process: Dream, Determination, and Destiny by Design

### Session 2: What Are Our Visions for the Hawthorne Public School District?

On the evening of Monday, October 11, 2022, Hawthorne students, parents, staff, Administration, members of the community, and Hawthorne Board of Education members came together for the second of three meetings regarding strategic planning for our school district. The previous meeting's topic, on October 4, focused on the current strengths and achievements of, and the challenges and opportunities facing, the Hawthorne Public School District. This evening's topic was our unfettered aspirations for the District and its students.

Board President Abigail Goff offered warm welcoming remarks to all, and Superintendent of Schools Rick Spirito screened for the crowd two student-created videos which detailed the opportunities at HHS and profiled successful HHS alumni. Patricia Rees of the New Jersey School Boards Association then recapped for the group the purpose and methodology of creating a new strategic plan for the District. We were then asked to imagine — what if, in five years' time, at the maturation of the strategic plan we are creating, Hawthorne Public Schools had become a nationally-recognized school district for providing an outstanding education for its students? What if the national media was writing about Hawthorne so public school districts nationwide could emulate what happens *here*?

We discussed the literacies of 21<sup>st</sup>-century learning and the "Cs" that we want to inculcate in our students, among them: Compassion, Character, Critical Thinking, Collaboration, Communication, Creativity, Community and Citizenship. We also looked to the District's Mission Statement and Portrait of a Graduate, which underscore all of our work in these strategic planning sessions.

We then gathered in five small groups to "write" a news article that would detail our hypothetical success. The groups were asked to come up with a title and key points for the article. In this exercise, we were asked to disregard any real-life restrictions that could be barriers to achieving our visions. Groups used a consensus process, and were randomly assigned and adjusted for a balance of stakeholder viewpoints.

The information that follows is the work of the small groups. As discussed with the meeting participants, all meeting outcomes are listed in this memo and will be posted on the District website for the wider community.



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## **Group 1**

**Title: "Hawthorne Becomes the New Educational Landmark as Reported by the Associated Press"**

### **Key Visions:**

- Our students have the opportunity to partner with companies, colleges, and programs in our school district to help pave the way for their future endeavors.
- Provide all vocational subjects in state-of-the-arts facilities, e.g. woodshop, auto shop.
- Our school district becomes one of the most competitive in the area of teacher incentives, e.g. salaries, family insurance for all
- Embrace an all-inclusive learning environment academically, socially, and emotionally
- Build state-of-the-art athletic facilities, improve our equipment and uniforms, and be able to share this with our youth programs.

## **Group 2**

**Title: "HPS Makes Largest Leap!"**

### **Key Visions:**

- Data Team
- Senior internships ↑
- Vertical + Horizontal Articulation
- Standardized Test Prep
- Everyone is a BEAR!
- Raise Rigor
- Partnerships with local Colleges for Para/Student Teachers
- Summer Academic Enrichment Program
- Foreign "Sister" Schools
- Update Athletic Facilities

## **Group 3**

**Title: "Hawthorne Bears Prove Powerful as they Pave the Way in Service, STEM, and future Success"**

### **Key Visions:**

- HHS Graduates prepare for life beyond the classroom
- Expand partnership with local community businesses and universities
- Compete in entrepreneurial studies competition

*Group 3 work continues on next page*



*Group 3 work continued from the preceding page*

- 100% of graduating seniors have a “Bears Success Plan”
- District wide service project
- 100% of students meet or exceed expectations on state assessments

## **Group 4**

**Title: “Hawthorne School District Develops a Committed Community of Exceptional Teachers and Students”**

### **Key Visions:**

- Provide equitable resources across all grade levels by:
  - Reconfiguration of schools
  - Access to variety of electives / courses
- Cohesive community mindset across all grade levels by:
  - MS house system
  - Positive culture and climate
  - Nurture exceptional teachers
- Innovative instruction and learning experiences
  - HS graduates w/Associates Degree
  - State / nationally recognized teachers

## **Group 5**

**Title: “Hawthorne: Preparing Our Youth Today for a Better Tomorrow”**

### **Key Visions:**

- Students exude respect for each other, their community, and themselves.
- Through extracurriculars and athletics, Hawthorne Schools create an abundance of opportunities that tap into student interest and passions, inspiring them to be leaders in the real world.
- Increased / varied methods of communication has led to high parent involvement across the district.
- Innovative curriculum structure embodies flexibility and encourages students to have an active role in their education (and beyond).
- High quality new facilities empowers students to think critically, problem solve, and collaborate to tackle the challenges of tomorrow.

*End of group work; recap continues on next page*



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After the small groups shared their work with the large group of all participants, robust discussion ensued about our shared visions and the common themes that emerged in this work and the work from meeting #1. We agreed that the following themes would be appropriate goal areas for Hawthorne's new five-year strategic plan:

1. Student Achievement and Opportunities
2. Community Commitment
3. Facilities
4. Safe Environment

Superintendent Spirito gave closing remarks, and all present were thanked for the excellent work and unflinching conversations, which will serve to push the Hawthorne Public School District and its students to new heights and a successful future.

Our next step is to use the work from our previous two meetings to write draft goal statements and supporting objectives for Hawthorne's new strategic plan. Participants will self-select the small group and goal area in which they would like to work. Our third and final meeting will take place on **Tuesday, November 1**, in the high school. Pre-registration will not be necessary. **Check in will begin at 6:30pm, and the program will begin at 7pm.**

The Hawthorne Board of Education and Administration greatly appreciate your participation and good work in this crucial endeavor. We look forward to seeing you at our final meeting.

***Please plan on joining us for our final meeting on November 1, beginning at 7pm at Hawthorne High School. Attend with a friend!***



## Mission Statement

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## Hawthorne Public Schools Portrait of a Graduate

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# Appendix D

## Draft Goals and Objectives Exercise





## **Hawthorne Public School District Is Creating a New Five-Year Strategic Plan**

### **The 3D Strategic Planning Process: Dream, Determination, and Destiny by Design**

#### **Session 3: Drafting Goals & Objectives for our Strategic Plan**

On the evening of Tuesday, **November 1, 2022**, community members, parents, teachers and staff, school district administrators, and members of the Hawthorne Board of Education came together for our final strategic planning session. Over the course of three meetings, our work delineated the strengths and challenges of the school district, our unbridled visions for the Hawthorne Public Schools for the next five years, and finally, translated that work into draft goal statements and supporting objectives for the new Strategic Plan.

After Board President Abigail Goff welcomed all to the evening's session, Patricia Rees of the New Jersey School Boards Association recapped our work thus far, and the outcomes from our second meeting, which established four goal areas for the new Plan. As a large group, we reviewed the process for writing a broad, overarching goal statement and supporting objectives. Participants then broke into four groups, each group working on a separate goal area. Small groups reviewed the full outcomes from the first and second sessions, and the data points from the "Strengths & Challenges" and the "Visions" exercises which they categorized to reference to each goal area. Using a consensus process, the small groups employed the data points and their own individual awareness and expertise to write draft objectives and a goal statement for their goal areas. That work was reported out to the large group at the end of the evening, to the satisfaction of all assembled.

At the conclusion of the session, Ms. Kathleen Helewa and Ms. Rees of NJSBA offered sincere thanks to all involved and gratitude for the opportunity to facilitate the process. Those sentiments were heartily re-iterated by Superintendent of Schools Richard Spirito, who expressed his excitement to get to work on the new Plan with his administrative team, and gratitude to the Hawthorne Board of Education for renewing the Strategic Planning process.

On the following pages is a summary of the evening's work.



## **Goal #1: Student Achievement and Opportunities**

**Goal Statement:** To develop a rigorous educational environment that challenges all students to succeed throughout and beyond the Hawthorne Public School District.

### **Objectives:**

1. Increase access to accelerated/ G&T courses.
2. Design an innovative curriculum structure [which] embodies flexibility and encourages students to have an active role in their education (and beyond).
3. Create an abundance of inclusive and diverse opportunities that tap into student interest and passions, inspiring them to be leaders in the real world.
4. Increase the number of students who meets or exceeds proficiency on standardized assessments.

## **Goal #2: Community Commitment**

**Goal Statement:** To cultivate a sense of belonging among all community stakeholders that fosters a commitment to Hawthorne Public Schools.

### **Objectives:**

1. Coordinating communication between all schools.
2. Increasing parental involvement among ESL families.
3. Increase articulation between all schools for interbuilding connections.
4. Promoting outreach to community at large (i.e., Police Department, local businesses, etc.)
5. Establishing an environment that fosters relationships and connections amongst staff members
6. Improve public relations.

## **Goal #3: Facilities**

**Goal Statement:** To improve the physical environment to stimulate and inspire students and teachers.

### **Objectives:**

1. Create a welcoming environment that motivates student engagement and empowers critical thinking and collaboration.

(continues on the next page)



(Goal Area #3 objectives, continued from the preceding page)

2. Increase space / offerings for vocational studies and trades to foster a sense of belonging and opportunity within schools.
3. Enhance athletic spaces to increase participation in extra-curricular activities.
4. Create a cost-effective plan to maintain state-of-the-art / updated facilities (i.e., renewable energy).

## **Goal #4: Safe Environment**

**Goal Statement:** To create a safe environment for all stakeholders to thrive emotionally, socially, and physically.

### **Objectives:**

1. To create more robust extra-curricular activities for our more vulnerable ages to keep them engaged, unplugged, and involved.
2. Cultivating community connections thought implementing an SRO program.
3. Improving student-teacher relationships by decreasing class sizes.
4. Improving family outreach regarding HIB resources.
5. Increasing security during extracurricular activities.

## **Next Steps**

Superintendent Spirito will review the draft Strategic Plan with Ms. Helewa to make any necessary refinements in anticipation of its formal acceptance by the Board. The plan will be printed in document form by the New Jersey School Boards Association, and will be delivered to the Hawthorne Board of Education for formal acceptance and vote at a BOE meeting in the near future, date to be announced. The Administrative Team, led by Superintendent Spirito, will develop action plans for all areas of the Strategic Plan. The Board and Administration will rely on the new Strategic Plan when setting annual District and Board Goals.

It has been a pleasure to work with such a dedicated group of individuals who so willingly support the students and staff of the Hawthorne Public School District. Certainly the unique plan that results from all of your good work will productively guide the District in alignment with the community's vision for its students. We look forward to seeing the Hawthorne Public School continue to flourish, under this new, five-year Strategic Plan.



# New Jersey School Boards Association

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