3D Strategic Plan

2022 - 2027

Strategic Plan
Executive Summary

Prepared for the

Morris County Vocational School District

Facilitated by:
Charlene Peterson, Field Service Representative

New Jersey School Boards Association
Serving Local Boards of Education Since 1914

3D Strategic Plan

Morris County Vocational School District

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ACKNOWLEDGEMENTS

The Morris County Vocational School District's Strategic Planning process, completed during the 2021-22 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

2021-2022 MCVSD Board of Education
Barbara Dawson, President

John P. Hyland, Vice-President

Dr. Timothy Purnell

Lawrence Colasurdo

Hannah Roth Starr

Scott Moffitt, Superintendent
James Rollo, Business Administrator/Board Secretary
Shari Castelli, Asst. Superintendent for Curriculum & Instruction
Kerry Eberhardt, Director of Programs

Students, Staff, Parents, and Community Members
Thank you for your support and assistance in this process. Your voice is valued and appreciated.

New Jersey School Boards Association

Charlene Peterson, Field Services Representative

3D STRATEGIC PLANNING PROCESS

Executive Summary

A. Strategic Planning Development

New Jersey School Boards Association provided information to the Board of Education on the process to begin strategic planning.

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

- commitment of time and resources
- school and community level involvement
- strategic planning to meet the needs of the district
- potential participants to be included in the process

In 2021 the Board contracted with NJSBA for these services.

B. 3 D Strategic Plan Meetings

On December 15, 2021; January 19, 2022; and February 16, 2022 Charlene Peterson, Field Service Representative, facilitated three Strategic Planning meetings. Outcomes of these meetings include:

1. District Strengths/Achievements and Challenges/Opportunities,
2. The vision of the future for the district five years from now
3. Goals and Objectives

Outcomes from the Strategic Planning Meetings are included in Appendix B.

C. Developing the Action Plans

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

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

MISSION STATEMENT

Morris County
Vocational School District
Inspire. Prepare. Succeed.

The mission of the Morris County Vocational School District is to provide vocational and enrichment programs that <u>inspire</u> and <u>prepare</u> students to <u>succeed</u> in today's world and pursue tomorrow's opportunities.

GOAL AREAS

The three goal areas that emerged as common threads from the group's work are inspired by the district mission statement:

1. **Inspire**

2. **Prepare**

3. **Succeed**

GOAL AREA # 1

Inspire

Goal Statement:
To inspire a community of learners by cultivating meaningful relationships with all stakeholders while celebrating and promoting students, faculty, and programs.

Objectives:
1. Connect stakeholders with students.

2. Increase engagement with graduates.

3. Highlight student accomplishments and achievements.

4. Increase parent's connection with the school.

5. Support and celebrate teachers as effective leaders.

GOAL AREA # 2

Prepare

<u>**Goal Statement:**</u>
To prepare future-ready students by fostering career readiness, life literacies, transferable skills, and wellness.

<u>**Objectives:**</u>

1. Develop an assessment and grading philosophy (that can be supported and implemented by a corresponding system) that prepares students as lifelong learners.

2. Update share time program curricula and instructional practices to prepare students for career success.

3. Increase opportunities for interdisciplinary learning.

4. Expand work-based learning opportunities.

5. Develop and implement learning opportunities that teach/ foster life literacies, success, and wellness.

GOAL AREA # 3

Succeed

<u>**Goal Statement:**</u>
To succeed by developing and optimizing systems that promote effective communication, access, equity, wellness, and opportunity.

<u>**Objectives:**</u>
1. Optimize district communication content and distribution with all stakeholders.

2. Develop a system to facilitate continuous quality improvement of school operations.

3. Optimize the recruitment and admissions systems to ensure program information reaches all potential applicants and school districts support the admissions process.

4. Build and maintain systems that support the objectives of the strategic plan.

Appendix "A"

State-of-the-District Report

Strategic Planning

Wednesday, December 15, 2021

I. Welcome

II. Informational District Presentations   6:00 – 6:30

     Scott Moffitt, Superintendent
     Shari Castelli, Assistant Superintendent for Curriculum & Instruction
     Kerry Eberhardt, Director of Programs

III. Strategic Planning Process and Facilitation   6:30 – 6:40
     New Jersey School Boards Association
     Charlene Peterson

IV. Small Group Work – Brainstorm: 6:40 – 7:40
     Strengths/Achievements
     Challenges/Opportunities

V. Sharing out of Small Group Work to Large Group   7:40 – 8:00
     Reporter from each small group

Thank you for your time and input into the development of a strategic plan for the Morris County Vocational School District. Next meeting: Wednesday, January 19, 2022

Welcome

- ## Part One: State of the District
  Scott Moffitt, Superintendent

- ## Part Two: 2016-2021 Strategic Plan Summary Report
  Shari Castelli, Assistant Superintendent for Curriculum and Instruction

- ## Part Three: Stakeholder Engagement & Data Analytics
  Kerry Eberhardt, Director of Programs

State of the District

- Who We Are
- Our Mission
- What We Value
- Schools and Programs
- Full Time Academies
- Share Time Programs
- Continuing Education Programs
- 2021-2022 Enrollment
- Full-Time High School Admissions
- Budget
- Career and College Readiness
- Partnerships

Who We Are

- Board of Education – Appointed by Morris County Commissioners
- History – Established in 1969
- Community Served – 39 Morris County Municipalities
- Career and Technical Education for High School and Adult Programs
- Comprehensive Full-Time High School Starting in 2004-2005 on Denville Campus

Our Mission

The mission of the Morris County Vocational School District is to provide vocational and enrichment programs that <u>inspire</u> and <u>prepare</u> students to <u>succeed</u> in today's world and pursue tomorrow's opportunities.

What We Value

- Career and Technical Education

- Learning Which Is:
  - Hands On
  - Problem-Based
  - Experiential

- High Quality Preparation For Specific High-Skill, High-Demand Employment Opportunities

Schools and Programs

- High School
  - 11 Full Time Academies
  - 10 Share Time Programs

- Satellite Locations
  - 6 Full Time Academies (including 2 new for 2022-2023)
  - 5 Share Time Programs

- Continuing Education

Full-Time Academies: Denville Campus

- Academy for Animal Science
- Academy for Biotechnology
- Academy for Computer and Information Sciences
- Academy for Culinary Arts
- Academy for Design
- Academy for Education and Learning
- Academy for Finance and International Business
- Academy for Global Supply Chain Management
- Academy for Health Care Sciences
- Academy for Law and Public Safety
- Academy for Multimedia

Full-Time Academies: Satellite Locations

- Academy for Business Administration – Early College (new 2022-2023)
- Academy for Environmental Science
- Academy for Government and Leadership (new 2022-2023)
- Academy for Mathematics, Science and Engineering
- Academy for Performing Arts: Dance, Theater and Vocal Music Majors
- Academy for Sports Medicine

Share-Time Programs: Denville Campus

- Auto Body and Collision Repair
- Auto Service Technology
- Carpentry
- Cosmetology
- Electrical Trades
- Exercise Science
- Fundamentals of Building and Grounds Maintenance
- Fundamentals of Food Services
- Plumbing and Pipe Fitting
- Welding Technologies

Share-Time Programs: Satellite Locations

- Allied Health (at Pequannock High School)
- Criminal Justice (at CCM)
- Culinary Arts and Hospitality (at CCM)
- Cybersecurity and Information Protection (at CCM)
- Engineering Design and Advanced Manufacturing (at CCM)

Continuing Education Programs

- Career Programs
- Enrichment Programs
- Integrated English Language & Civics Education
- Adult Basic Skills
- High School Equivalency Test Center

2021-2022 Enrollment

HIGH SCHOOL	
FT Students	1296
ST Students	507
TOTAL	**1803**
CONTINUING EDUCATION (Fall 2021)	
Career	516
Enrichment	21
IELCE	296
Basic Skills	63
TOTAL	**896**

Full-Time High School Admissions

School Year	# FT Applicants	# Accepted Students	# Non-Accepted Students
2022-2023	810	380	430
2021-2022	848	343	505
2020-2021	1006	348	658
2019-2020	1028	354	674
Totals	**3692**	**1425**	**2267**

2021-2022 Budget

General Fund	$23.7M
State and Federal Grants	$ 1.3M
TOTAL BUDGET	$25.0M

Career Readiness

- Four or Two Year CTE Course Sequence in Chosen Area of Study
- Student Internships Senior Year or Co-Op Work Study
- Industry-Recognized Credentials Earned (e.g. AWS, ASE)
- Career Technical Student Organizations (e.g. HOSA, SkillsUSA, DECA)
- Access to Apprenticeships

College Readiness

- Securing Our Children's Future Bond Act Funding:

    - New Career and Training Center on CCM Campus
    - Fall 2024-2025 Opening (10 New ST Programs in High Demand Industries)

- Grade 12 College Credit Initiative/Dual Credit

- College Credits Earned 2020-2021:

Full Time	3-17 Credits	10%
	18-30 Credits	79%
	31-71 Credits	3%
Share Time	18-30 Credits	70%
	31-71 Credits	30%

- 95% of 2021 FT Graduates Attended a Post-Secondary Institution

Partnerships

- **Local School Districts**: Jefferson, Madison, Morris Hills Regional, Pequannock, Randolph, Roxbury

- **Colleges/Universities:** Centenary University, County College of Morris, Fairleigh Dickinson University, Montclair State University, New Jersey Institute of Technology, Ramapo College, Rider University, Rutgers University, Seton Hall University

- **Businesses:** All Creatures Great and Small, Atlantic Health, BLEND Marketing, Chester Lighting, Intel, Morris County Chamber of Commerce, Morris Sussex Sports, Ninety Acres, Norwalt, Picatinny Arsenal, Pfizer, Prudential, St. Clare's Health, Trematore Plumbing, *etc*.

2015-2021 Strategic Plan Summary Report

Shari Castelli
Assistant Superintendent for Curriculum and Instruction

2016 - 2021 Goals

Goal 1: Expansion Increase educational opportunities for students through expansion of facilities, educational programs, co-curricular and extra-curricular activities

Goal 2: Culture & Climate To build a positive, open, and connected school community that fosters a greater sense of school pride

Goal 3: Career & College Readiness To enhance and strengthen academic and CTE programs to include skills required for students to be successful in future educational endeavors and professional life
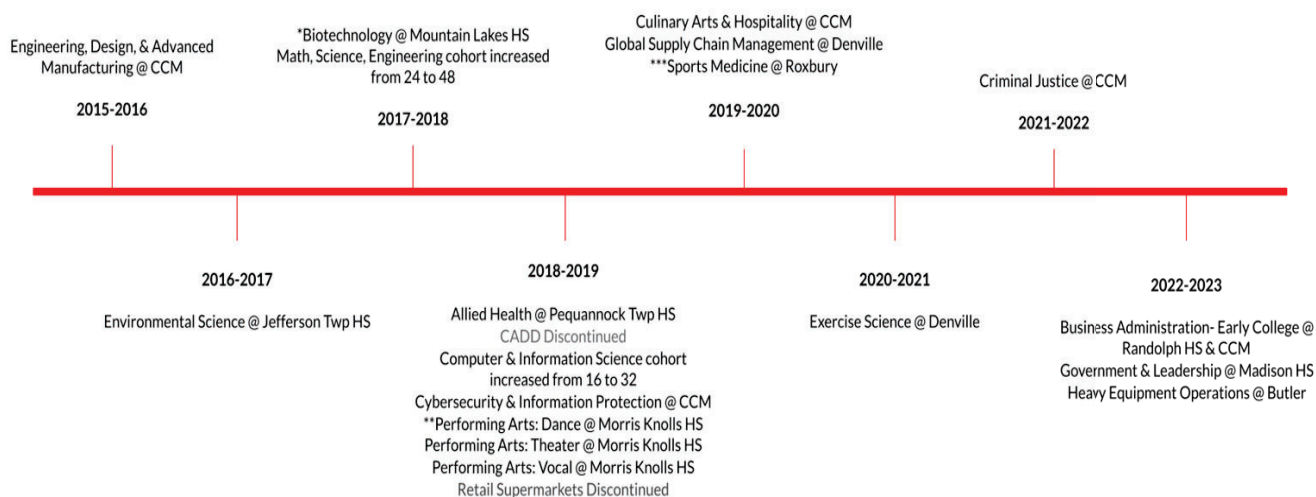
Goal 1: Facilities and Enrollment Expansion Achievements

- Added six new full-time academy programs
- Added six new share-time CTE programs
- Eliminated two share-time CTE programs
- Doubled enrollment in two full-time academies
- Increased enrollment by 650 students
- Procured $1,459,132 in CTE expansion grants
- Secured $24,794,995 in funding for a new building on CCM's campus to house ten new share-time CTE programs

Program Expansion Timeline

2015-2016
Engineering, Design, & Advanced Manufacturing @ CCM

2016-2017
Environmental Science @ Jefferson Twp HS

2017-2018
*Biotechnology @ Mountain Lakes HS
Math, Science, Engineering cohort increased from 24 to 48

2018-2019
Allied Health @ Pequannock Twp HS
CADD Discontinued
Computer & Information Science cohort increased from 16 to 32
Cybersecurity & Information Protection @ CCM
**Performing Arts: Dance @ Morris Knolls HS
Performing Arts: Theater @ Morris Knolls HS
Performing Arts: Vocal @ Morris Knolls HS
Retail Supermarkets Discontinued

2019-2020
Culinary Arts & Hospitality @ CCM
Global Supply Chain Management @ Denville
***Sports Medicine @ Roxbury

2020-2021
Exercise Science @ Denville

2021-2022
Criminal Justice @ CCM

2022-2023
Business Administration- Early College @ Randolph HS & CCM
Government & Leadership @ Madison HS
Heavy Equipment Operations @ Butler

*Moved to Denville in 2020/ ** Began as VPA Dance in Denville, moved to Morris Knolls/ ***Began at Denville, Moved to Roxbury

New Facility - Morris County Career Training Center September 2024 @ CCM

Goal 2: Culture & Climate Enhancements

- Engaging stakeholders in district-wide initiatives
  - Branding
  - Website & social media
  - Mass notification
  - Task Forces:
    - Admissions
    - Recruitment
  - MCVSD Vision of Excellence
  - Perkins V CLNA
  - Advisory councils
  - Challenge Success
- Recognizing student achievement
- Increasing student leadership capacity
- Expanding student organizations, activities, and opportunities

Goal 3: Boosting Career & College Readiness

- Diversifying Learning Experiences
  - Multiple instructors
  - Access to industry experts
  - Industry credentials and certifications
  - Additional post-secondary partners: Centenary, FDU, MSU
- Providing Student-Centered Learning Experiences
  - Maker's Day
  - Hackathon
  - Virtual Enterprises International
- Strengthening Industry Partnerships and Involvement
  - Authentic Audiences
  - Advisory Council Input: Curriculum, Facilities, Equipment
- Integrate Career Ready Practices (soft skills) throughout the curriculum

Stakeholder Engagement and Data Analytics

Kerry Eberhardt
Director of Programs

A Focus on Stakeholder Engagement

- The District has engaged multi-stakeholder groups around the following initiatives:
  - Admissions - Equity in Admissions Task Force
  - Recruitment - Recruitment Task Force
  - Outcomes for Students - MCVSD Vision of Excellence
  - CTE Programming - Perkins V Comprehensive Local Needs Assessment
  - Culture and Climate (FT HS) - Challenge Success
- Group facilitators have access to detailed information for each topic

Admissions - The Equity in Admissions Task Force

- Met seven times from October 16, 2019 - April 15, 2020
- Examined admissions practices as well as district, and county demographic data
- Identified enrollment gaps and established goals
- Proposed new criteria and processes for admissions

Recruitment Task Force (RTF)

- The RTF met, via Zoom, five times in 2021 between January 20 and May 19.

- The RTF developed a multi-pronged action plan including:
  - Social media marketing and new marketing approaches
  - Community outreach to municipalities and organizations
  - Programs for prospective students
  - Specialized outreach for satellite and share time programs
  - Expanded school district outreach
  - New content for marketing

MCVSD Vision of Excellence

- Inspired by Portrait of a Graduate or The Graduate Profile
- 315 participants (survey, open community call, Advisory Council meetings)
- Goal: Determine the top **skills, attributes, and mindsets** that are most important for our learners' to succeed in today's world and pursue tomorrow's opportunities
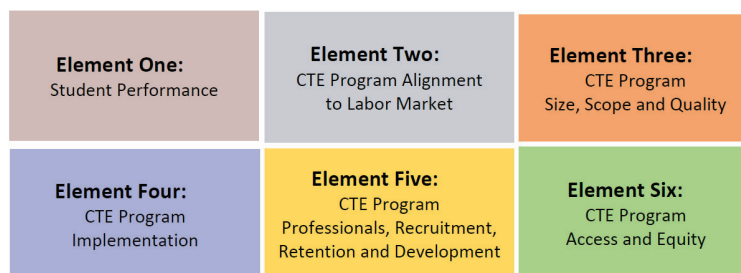
Skills				
Communication	Communication/Culture Awareness/Technical	communication	Physical coordination	Communication
Reasoning	Collaboration/Teamwork/Professionalism	communication	Critical-thinking	Industry-Specific/Technology
Empathy	Ciritcal Thinking/problem solving	articulate	Problem-solving	Adaptability
Critical Thinking	Reliability/Accountability	organization	Effective communication	Professionalism
Social/Interpersonal	Coping/Adaptability/flexibilty/resiliency/perserv	creativity	Effective time-managers	Collaborative
Time/Resource Management	Self Educate/Research/Best practices	resourcefulness	Safety-minded	Organizational

Attributes				
adaptable	Adaptable/Resilient	motivated/self-motivated	Kind	multitask
motivated	Passionate	curious/courageous	Responsible/committed	preparedness
curious	Innovative/Critical Thinker	ethical	Work ethic	Resilience
kind	Collaborative	flexbile/adaptable	Learner	communication/feedback
confident	Emotional Intelligence	perseverance	Motivation	creative/critical thinking
responsible	Resourceful	resilient	Confident	integrity

Mindsets				
Growth	Humility- Know when to ask for help	confidence	perseverance	Adaptability
Generous	Resiliancy	flexibility	positive attitude	Communication
Hospitable	Growth - appreciating constructive criticism	resilience/grit	punctual	Practical/Realistic
Passionate	Collaborative	lifelong learning	life-long learner/growth	Passionate
Successful	Flexible/Adaptable	personal growth	focus	Confidence
Resilient	Taking Initiative/Courage/Step Up	perserverance/motivation	self-starter/initiative	Growth

Perkins V Comprehensive Local Needs Assessment (CLNA)

- Required for State-approved CTE Programs
- MCVSD coordinated multiple county-wide and local stakeholder meetings around **data** in 6 key elements:

Element One: Student Performance	**Element Two:** CTE Program Alignment to Labor Market	**Element Three:** CTE Program Size, Scope and Quality
Element Four: CTE Program Implementation	**Element Five:** CTE Program Professionals, Recruitment, Retention and Development	**Element Six:** CTE Program Access and Equity

Link to strategy outcomes

Challenge Success

Challenge Success is based out of Stanford University and partners with schools, families, and communities to embrace a broad definition of success and to implement research-based strategies that promote student well-being and engagement with learning.

- 12 - person leadership team (students, faculty & parents)
- Full-time high school only
- Surveys: Student (571), Parent (350), Faculty (64)

Results

Links to executive summaries for each:
Students
Staff
Parents

Morris County
Vocational School District

Thank you!

Appendix "B"

Outcomes of Meetings 1, 2, and 3

1. Strengths/Challenges
2. Visions/Goal Areas
3. Goal Statements

Session 1 of 3 - What are the Strengths/Achievements and Challenges/Opportunities of the Morris County Vocational School District?

On December 15, 2021 Morris County Vocational School District administrators, staff, Board members, parents, students, and community members came together virtually to initiate strategic planning. The first evening's topic focused on the strengths/achievements and challenges/opportunities of the Morris County Vocational School District to help inform the question of where the district is now.

The meeting began with informative district reports by Scott Moffitt, Superintendent; Shari Castelli, Assistant Superintendent of Curriculum and Instruction; and Kerry Eberhardt, Director of Programs. Charlene Peterson, from New Jersey School Boards Association, introduced the strategic planning process and assisted throughout the small and large group work.

The participants gathered into three mixed stakeholder groups to brainstorm the strengths/achievements and challenges/opportunities of the Morris County Vocational School District.   After discussion, each group came to a consensus on up to the top 10 strengths/achievements and top 10 challenges/opportunities and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. The consensus points were sent to all the participants.

Group 1

STRENGTHS/ACHIEVEMENTS	STRENGTHS/OPPORTUNITIES
Diversity of our offerings	Directly connect to students (increase student understanding of programs/careers/CTE
Quality of teachers	Prioritize/celebrate/glamorize traditional trades
Resources built into the program (certifications and credentials)	Consistent/additional work-based learning opportunities (summer employment)
Adaptability (students, staff and teachers)	Consistent messaging across all programs
Student-centered	Different districts awarding share-time credits with different grading weights which has a big effect on GPA
Budget (resources provided – no need unmet)	Remote learning/adequate space
Quality of programs (up-to-date industry equipment)	Supports for diverse student learners
Robust offerings	Stigma against vo-tech schools
Diverse learners	Communication to share-time parents/

	students
Partnerships with Continuing Education (Advance Standing Opportunities)/ Employability while in school and after.	Providing support to students/staff in other districts (do the students have a home?) Advocating for students w. home district.

Group 2

STRENGTHS/ACHIEVEMENTS	CHALLENGES/OPPORTUNITIES
Student feedback valued	Struggle to service all the students seeking CTE opportunities (space)/ being prepared to manage to the growth and protecting what has been developed.
Positive and support atmosphere (non-academic)	Transportation
Wide range of perspectives to learn from	Sending districts hesitate to share information regarding MCST programs
Educate the whole child (SEL, soft skills, CTE)	Limited elective course offerings/ opportunities
Highly motivated students and staff members who also seek higher education	Lack of common planning time for teachers
Diversity	High stress levels for students academically
Student-centered decision making	Need more robust student life (dances, pep rallies, create traditions, etc.)
Adaptable and creative administration in problem solving	Create alumni connections
Outstanding reputation/branding	More direct communication with parents
Seeking to service more students through expansion	Changes in the workforce to automated technology and keeping current with the changing skills of the workforce.

Group 3

STRENGTHS/ACHIEVEMENTS	CHALLENGES/OPPORTUNITIES
Authentic learning experiences	Getting feedback from students about their experience
We offer a well-pointed experience for every student	Seek to foster inter-academy collaboration
We nurture our students' talents	Balance CRP development with individual passions
There are great connections between our	Create consistency in regard to classroom

teachers and students and students to students.	structure/teaching styles
Our students are dedicated, passionate, and eager	Student stress (grades, expectations environmental, internal stressors, etc.)
We provide opportunities for our students to explore career options	Streamline workload while maintaining an academically challenging/stimulating environment
"Life" experiences/preparation: internships, work-study, college coursework/schedule	Identify more ways to leverage the expertise of our parent population.

January 19, 2022: Session 2 of 3 - Developing a Vision for the Morris County Vocational School District in the Next Five Years

On January 19, 2022 Morris County Vocational School District administration, staff, board members, students, parents, and partners came together to continue the strategic planning process. This second meeting's topic focused on creating a shared vision for the Morris County Vocational School District in the next five years.

Facilitator Charlene Peterson, from New Jersey School Boards Association, provided an overview of the steps taken at the December 15th meeting and the small group tasks for tonight's meeting. Kerry Eberhardt, Director of Programs, shared previous stakeholder input that identified skills, attributes, and mindsets considered to be important for student success in today's world and the pursuance of tomorrow's opportunities.

As part of the visioning process, participants watched a video that made them think about the future that we are preparing our students for and what skills are needed for future success. We envisioned the calendar pages moving forward to the year 2027 where the Morris County Vocational School District is being honored for its outstanding work in advancing student achievement. Participants were asked to visualize giving a speech to the state's stop educators. What warranted such high recognition – what programs / services / curriculum / student outcomes / best practices / facilities would we expect to see in the district that are succeeding?

Participants then gathered in 3 blended stakeholder groups to brainstorm their visions of how the district achieved this remarkable success. The groups were asked to identify their top 10 visionary ideas for student success in the year 2027, and to give their speech a title. Outcomes of the small groups were shared with all meeting participants. Appreciative closing remarks were made by board president Barbara Dawson.

Information shared by Kerry Eberhardt:

MCVSD Stakeholder Input: 315 participants, representing a variety of MCVSD stakeholder groups (students, parents, faculty, business/industry partners, post-secondary partners, etc.) contributed to a list that identified the top skills, attributes, and mindset that are most important for our learns to succeed in today's world and pursue tomorrow's opportunities. Below is a summary of the input.

Attributes

accountable

emotionally-intelligent

punctual

committed

motivated

ethical

prepared

professional

resilient

reliable

self-motivated

kind

passionate

innovative

perseverance

work-ethic

responsible

collaborative

adaptable

creative

motivation

grit

flexible

Mindsets

positive-attitude

integrity

generous

perseverance

practical

successful

initiative

curious

confident

passionate

humility

empathy

growth

courageous

focus

hospitable

courage

lifelong-learner

realistic

confidence

Small Group Work – Key Visions in the Year 2027 and Speech Title

Table 1 Speech Title: "Students in Demand"

1.As a consequence of their robust CTE education, students have their pick of careers.	6. Students learn in state-of-the-art technology infused cutting-edge facilities.
2. Students are able to manage and market themselves and their skills including their ability to learn, adjust, and adapt on the job.	7. Students engage in community opportunities based on skill level and readiness.
3. Students are resilient and persistent in their pursuit of their passions.	8. Teachers adjust and grow through additional development opportunities on cutting edge, state-of-the-art facilities, tools, and resources.
4. Graduates have strong essential soft skills through real-world project-based learning.	9. The community experiences a high level of engagement from share time parents and students that continues after graduation.
5. Students earn stackable credentials and develop crossover skills across multiple trades.	

Table 2 – "Fostering Innovative and Adaptable Future Professionals"

1.Advisory Council/large company relationships.	6. Individualized scheduling tailored to need of each student.
2. Servicing a larger more diverse community of learners to prepare for the workforce	7. Robust alumni network
3. "A culture of innovation based on collaboration and interdisciplinary problem solving"	8. MCST Hall of Fame (academic and professional pursuits)
4. 100% of students have access to and take advantage of dual enrollment opportunities	9.Scaffolded internship program spanning 3 – 4 years.
5. State of the art facility (Makerspace/ collaborative space).	10. Expanding virtual capacity and flexible interaction.

Table 3 – "Redefining Success"

1.Communication/interpersonal skills; ability to train and teach how to work with others and prepare for interviews/work life.	6. Reciprocal relationships with the community – leverage the advisory councils
2.Focused emerging adulthood training (social emotional learning); understanding self	7.Redefine success and celebrate success and achievements

3.Prepare students to work with new tools and technology and also adapt in the future workplace	8.Establish a culture of embracing challenges
4.Robust apprenticeships and industry exposure opportunities	9.Mobilize alumni relationships
5.Project driven schooling for full-time students with forward-thinking scheduling, assessment, and facilities with all academies at one address	10.Diversity, equity, and inclusions – seat at the table for all

Session 3 of 3
Developing a Broad Goal Statement and Supporting Objectives for Each Goal Area

On February 16, 2022 Morris County Vocational School District parents, board members, staff, administration, students, and community members came together virtually to continue the strategic planning process. The third and final meeting's topic focused on the development of a broad goal statement and four or so supporting objectives for each of the goal areas. These goals will represent a shared vision for the Morris County Vocational School District over the next five years.

After welcoming remarks from board president Barbara Dawson, Charlene Peterson from New Jersey School Boards Association facilitated the strategic planning process. The group was provided with an overview of the December 15th and January 19th meetings and then the goal writing process was introduced that included the connection to the work from those first two meetings and the components of a goal statement.

Participants were divided into three breakout groups – one group per each goal area as inspired by the mission statement:
- Inspire
- Prepare
- Succeed

Each goal area group was tasked with writing a broad goal statement and developing accompanying objectives that reflected the strengths, challenges, and visions relative to their goal area as determined in Meetings 1 and 2.

Small Group Work - The information that follows is a summary of the work of the small groups.

Goal Area	**Inspire** (Menadier)
Goal Statement	To inspire a community of learners by cultivating meaningful relationships with all stakeholders while celebrating and promoting students, faculty, and programs

Objectives	1. Connect stakeholders with students.
	    a. Update protocols for volunteer speakers (parents/stakeholders/graduates)
	    b. Create accessible means to foster connections with graduates
	2. Increase engagement with graduates.
	    a. Encourage students to join MCST Connect. Integrate into the school.
	    b. Establish Hall of Fame both academics and athletics.
	3. Highlight student accomplishments and achievements.
	    a. Upgrade student life spotlight to include videos and interviews.
	    b. Centralize social media efforts and student spotlight
	4. Increase parents' connection with the school.
	    a. Increase modalities of feedback with parents, i.e. parent nights
	    b. Expand parent group on social media
	    c. Attend PTO meetings/having faculty-PTO liaison
	5. Capture and celebrate teachers' passions.
	    a. Encourage student council/student organizations to celebrate teachers
	    b. Recognize club advisors/coaches, extracurricular faculty members

Goal Area	**Prepare** (Shaw/Gowdy)
Goal Statement	To prepare future-ready students by fostering industry and interdisciplinary connections and developing career readiness, life literacies, and transferable skills.
Objectives	1. Adjust theory-based support in the share-time curriculum and infuse relevant literacy-based instructional practices into share-time programs. 2. Increase opportunities for core academic and CTE teachers to collaborate on interdisciplinary lessons, activities, and projects for students. 3. Incorporate use of collaborative software and technology to expand internship and work-based learning opportunities (micro-internships). 4. Develop and implement a freshman seminar to provide a foundation for life literacies.

Goal Area	**Succeed** (Adams/Castelli)
Goal Statement	To succeed by developing and optimizing systems that promote effective communication, access, equity, wellness, and opportunity.
Objectives	1. Optimize district communication with students, parents, teachers, staff, sending districts, and sending districts transportation coordinators. 2. Develop a system to receive feedback/information from teachers/staff members regarding issues, concerns, day-to-day problems, etc. 3. Optimize work-based learning access and opportunity for share-time and full-time students. 4. Optimize daily schedule for teacher and student collaboration. 5. Optimize the recruitment system to attract the "right" students for our programs by using multiple methods such as community events, social media, etc. 6. Develop strategies to promote wellness in our school community. 7. Optimize the learning environment to promote reflection and create brave spaces.

Next Steps

The administration is tasked with finalizing the goals and objectives so that the voice of the stakeholders aligns with work already in progress. Then the administration is tasked with the writing of action plans that will identify the specific tasks needed to accomplish the goals/objectives, who is responsible, the resources needed, the timeline over a 5-year time span, and the indicators of success.

A final report summarizing the work and input from the three strategic planning meetings and the action plans will be generated by New Jersey School Boards and presented at an upcoming Board of Education meeting for consideration by the Board. We invite all participants and interested stakeholders to attend.

Thank You

Thank you to everyone who participated in the strategic planning process. The outcome of the plan has been shaped by the input of every participating member. The district has been provided with a five-year road map that reflects the aspirations of the various stakeholders for the Morris County Vocational School District's students.

Appendix "C"

Action Plans

Morris County Vocational School District

Strategic Action Plan

2022 - 2027

Strategic Action Plan

Goal Area 1: Inspire

Goal Statement: To inspire a community of learners by cultivating meaningful relationships with all stakeholders while celebrating and promoting students, faculty and programs.

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 1: Connect stakeholders with students	Update protocols for volunteer speakers (parents/stakeholders/ graduates)	-Engage classroom speakers: Run PD for Nepris -Set expectations for classroom speaker connections to industry/ graduates/ parents -Establish protocol for scheduling and approving speakers (classroom/ school-wide etc.) (google form with auto generated proposal for approval) -Implement parent engagement survey	Instructional Supervisors		
	Create accessible means to foster connections with graduates	-Establish an alumni engagement committee to meet regularly (to be developed)	Principal and Student Recruitment and Public Outreach		
	Connect with current seniors	-Host an academy mixer for seniors (to be developed) -Send earlier invitations to MakerFest, Hackathon, (two-way invites for events) -Create and distribute a quarterly CTE newsletter	Assistant Principal, CTE Program Director and Program Manager		
	Connect with satellite students programs	-Invite satellite program students to events such as MakerFest, Hackathon, Senior Mixer, etc. (to be developed)	Principal, Program Director and Grants Manager		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 2: Increase engagement with graduates	Encourage students to join MCST Connect; integrate into the school.	-Provide an overview of Morris Tech Connect for key stakeholders (what is it and what can it do?) -Distribute an MCST Connect Principal's Post and other communication that highlights alumni -Promote teacher interaction with alumni via Morris Tech Connect (for guest speaker events, etc.) -Establish a process for onboarding all Juniors via CTE classes on to Morris Tech -Leverage current platforms we use to connect with alumni, ie.Linkedin informational meeting /demonstration of tool	Principal and Student Recruitment and Public Outreach		
	Update protocols for volunteer speakers (parents/stakeholders/ graduates)	See above	See above		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 3: Highlight student accomplishments and achievements	Upgrade student life spotlight to include videos and interviews	Include interview segment "5 minutes with…"	Assistant Principal		
	Centralize social media efforts and student spotlight	-Provide a district account to repost/ promote other mcvsd accounts (APA, E&L, SkillsUSA, Culinary, Plumbing) -Continue February CTE month posts from 2022	Principal, Student Recruitment and Public Outreach, Instructional Supervisors, Teachers		
	Establish "Hall of Fame" for CTE	Determine what we want to commemorate (academy scholars, CTSO competition winners), and implement commemoration activities	Assistant Principal, Instructional Supervisors, Teachers		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 4: Increase Parent's connection with the school	Increase modalities of feedback with parents	Explore options to host parent communication sessions, i.e. parent nights (CS) and implement sessions	Office of the Principal		
	Increase parent involvement	Survey parents to identify guest artists, advisory council members, business partners, community liaisons, volunteers, and...	Office of the Principal and Guidance Office		
	Increase presence on social media	Expand parent group offerings; centralize current offerings (landing page)	Office of the Principal		
	Attend PTO meetings	Establish a Faculty-PTO liaison	Office of the Principal		
	Continue implementing wellness initiatives	Provide periodic updates on offerings	Office of the Principal and Guidance Office		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 5: Support and celebrate teachers as effective leaders	Encourage student council/student organizations to celebrate teachers	Explore program offerings or in-house options for teacher recognition (e.g. ACTE Teacher of the Year, iAspire-Teacher Recognition Teachers Who Rock...)	High School Administration		
	Recognize club advisors, coaches, extracurricular faculty members	Create "Coach of the Year" and "Advisor of the Year" nomination process and awards; determine which forum to honor recipients	Officeof the Assistant Principal		
	Capture and celebrate teacher's passions	Explore creating process for staff-led segments for WED pilot	Officeof the Assistant Principal		
	Develop teacher leadership opportunities	Create and foster Department Head position	Office of the Assistant Superintendent and High School Administration		

Goal Area 2: Prepare

Goal Statement: To prepare future-ready students by fostering career readiness, life literacies, transferable skills and wellness.

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 1: Develop an assessment and grading philosophy (that can be supported and implemented by a corresponding system) that prepares students as life-long learners.	Create a task force to develop assessment and grading philosophy	-MCVSD creates an Assessment Task Force (ATF) -ATF determines/implements protocols -ATF reviews assessment models, grading philosophies, research, and data -ATF develops new assessment and grading philosophy and policies -ATF determines LMS to support redefined assessment policies (use new and previous data to inform decision) -ATF proposes a pilot that applies new assessment and grading policy		TBD	

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 2: Update share time program curricula and instructional practices to prepare students for career success.	Enhance theory-based support in the share-time curriculum and infuse relevant literacy-based instructional practices into share-time programs.	-MCVSD creates a Share Time Curriculum Task Force (STCTF) -STCTF reviews current ST curriculum for learning and experiential gaps -Utilize advisory council feedback to identify industry trends and adjustments -Identify and utilize math/science/language literacy support staff -Partner with home districts/case managers for increased support -Explore and identify tech infusion opportunities to enhance share-time curriculum			

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 3: Increase opportunities for interdisciplinary learning.	Schedule monthly meetings with key stakeholders	-Create space in the schedule for common planning (WED)	Administration/ Guidance		
		-Identify relevant and effective elective/project crossover opportunities	Department Chairs		
		-Provide in-house PD designed to promote/celebrate interdisciplinary activities	Administration/ Achievement Coaches/ Department Chairs		
		-Develop cluster project ideas	Department Chairs		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 4: Expand work-based learning opportunities.	Incorporate use of collaborative software and technology to expand internship and work based learning opportunities (micro-internships)	Provide PD for utilization of Nepris	Assistant Superintendent and Achievement Coaches		
	Build network of local industries	-Establish list of guest professionals that visit programs -Increase work based learning site visits (purposeful field trips that highlight industry practices)	Director of Programs and Program Manager		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 5: Develop and implement learning opportunities that teach/foster life literacies, success and wellness.	Increase Student leadership (CS/PL/SA/SC/Club officers/ student voice in general)	Further utilize current student leadership groups (e.g. Club officers, Student Ambassadors) Identify Share Time student ambassadors	Assistant Principal, Principal and Director of Programs		
	Implement freshman seminar	Utilize "W" day schedule	High School Administration		
	Expand wellness programs	Research and implement programs that enhance wellness in the school community	Director of Student Services		
	Establish One trusted adult/ Advisory model	- Determine advisors - Build in student/advisor contact time - Establish wellness objectives/activities	Challenge Success Steering Committee/ High School Administration		
	Utilize counselors/coordinators to implement Naviance curriculum	Revise counselor "push in" process	Director of Student Services		
	Schedule Admin Seminar Sessions	-Develop a digital warehouse of researched based articles, podcasts, videos, etc. -Identify and implement protocols to enhance admin learning	Assistant Superintendent and High School Administrators		

Goal Area 3: Succeed

Goal Statement: To succeed by developing and optimizing systems that promote effective communication, access, equity, wellness, and opportunity.

*All stakeholders - students, parents, BOE, staff, sending districts, satellite programs, alumni, prospective students, advisory council/business partners, local community, post-secondary institutions, etc.

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 1: Optimize district communication standard operating procedures with all stakeholders.	Develop a district communication plan for full implementation by SY 23-24	- MCVSD creates a District Communication Task Force (DCTF) comprised of multiple stakeholders - DCTF reviews previous consultant report on district communication from 2018 - DCTF conducts an internal audit of current communication systems (website, social, Bb, App, etc.) and content being communicated - DCTF develops a protocol to ensure ADA compliance and language access on all digital communication including website, social media and mass notifications (i.e. talking points/Blackboard Ally) - DCTF develops a communication plan with practices/procedures/protocols that focus on access and equity and disseminates the plan to all community stakeholders. - DCTF facilitates and provides professional development to implement the communication plan - DCTF ensures compliance with the MCVSD Communication Plan	Assistant Superintendent and High School Administration		-Internal and external distribution problem not a communication problem

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 2: Develop a system to facilitate continuous quality improvement of school operations.	Develop a SCQIP by SY 24-25	MCVSD creates a School Continuous Quality Improvement Task Force (SCQIPTF) that researches best practices in school operations and makes recommendations for a School Continuous Quality Improvement Process (SCQIP)	High School Principal and Administrative Team		
		MCVSD uses the recommendations from the SCQIPTF to create and implement a SCQIP	High School Administration and Director of Programs and Program Manager		
	Continuous improvement - school committee				
	Create protocols for survey use	MCVSD uses the MCVSD Communication Plan to communicate the SCQIP and regularly survey stakeholders to take the "pulse" of the community	All Administration		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 3: Optimize the recruitment and admissions systems to ensure program information reaches all potential applicants and school districts support the admissions process.	Develop a ARTF and Plan by SY 22-23 and continue annually	MCVSD will reconvene the Admissions and Recruitment Task Force (ARTF) to review and annually analyze the admissions data and enrollment statistics, create an annual recruitment plan, and make recommendations for the admissions process.	Assistant Superintendent and Admissions Specialist/ Community Relations Specialist		
	Strengthen pre-admissions counseling in SY 22-23	MCVSD program administrators will create a pre-admissions counseling process that provides guidance and information regarding career pathways for applicant families.	Assistant Superintendent and Director of Programs andProgram Manager		
	Implement sending district outreach program in SY 22-23 and continue annually	MCVSD program administrators and community relations specialist will create an outreach program for all sending districts to regularly meet with sending district school counselors and case managers and education and update them about programs, calendar, and services the district offers.	Director of Programs, Program Manager and Community Relations Specialist		

Objective	Strategies	Actions/Benchmarks (2022-2027)	Persons Responsible	Committee Members (if applicable)	Link to Committee Agendas/Notes (if applicable)
Objective 4: Build and maintain systems that support the objectives of the strategic plan.	Implement twice annual Strategic Planning Committee retreats and reports in SY 22 - 23	The MCVSD Strategic Plan Committee will conduct twice annual off-site retreats to ensure implementation of the plan and assess progress towards goal attainment. The committee will identify needs and recommend necessary adjustments to the action plan. The strategic plan committee will create a Strategic Plan Annual Progress Report and report the findings to the MCVSD BOE.	District Administration and High School Administration		