



Berlin Borough Strategic Plan 2021-2026

BERLIN BOROUGH SCHOOL DISTRICT
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Table of Contents



- Acknowledgement
- Strategic Planning Committee
- Planning Process
- Mission Statement
- Goal Areas
- Goal 1
 - Statement & Objectives
 - Action Steps
- Goal 2:
 - Statement & Objectives
 - Action Steps
- Goal 3:
 - Statement & Objectives
 - Action Steps
- Goal 4:
 - Statement & Objectives
 - Action Steps
- Goal 5:
 - Objectives
 - Statement & Action Steps
- Appendixes

Acknowledgement



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Berlin Borough School District Board of Education Members:

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**A Special Thank You to the
Strategic Planning
Stakeholder Committee
Volunteers!!**

Strategic Planning Process February thru April 2021



Strategic Planning Process May thru July 2021



Mission Statement



The mission of the Berlin Community School, in an active partnership between school and community, is to provide effective and comprehensive educational opportunities in a nurturing environment designed to challenge all students to strive for personal excellence and responsible citizenship. This will foster the pursuit of life-long learning while achieving proficiency in the New Jersey Student Learning Standards and meet the challenges of an evolving global society.

Goal Areas



The five goals areas that emerged from the group work are:

Goal #1 – Whole Child

Goal #2 – Communication/Community Engagement

Goal #3 – Staff Support

Goal #4– Operations/Resources/Infrastructure

Goal #5– Programs/Activities/Curriculum




Goal #1

Whole Child



Goal #1 – Whole Child



Goal Statement - Develop an academic focus that promotes student development and long-term success by encouraging interpersonal skills and creating opportunities that nurture creativity, wellness, self-accountability and service through instructional areas of: self-awareness, self-management, responsible decision making, healthy relationship skills, and social & civic awareness.

Objectives -

1. Develop a program of increasingly in-depth community-based service opportunities.
2. Highlight student achievement in areas other than core-curriculum.
3. Initiate trauma-informed learning for Staff, Teachers & Supporting parents & guardians. Improves students' communication of their feelings to others. Psycho-social interventions can increase compassion to individual needs and increase empathy through common understandings and dialogues. The use of peer-mediators as support can return.
4. Incorporate Yoga, meditation and mindfulness techniques, and/or calming music & brain breaks (Ex: GoNoodle) throughout the academic day.
5. Cultivate an understanding of Digital Safety; with curriculum topics including: cyber-bullying, accessibility, social media, effects of extended screen time on mental health, and positive uses of the Internet.
6. Understanding how local and global events affect student: improved use of Current Events, developing further empathy, reflecting on one's self, equality challenges within an individual's character, how and why others live differently, and incorporating civic experiences, guest speakers, and other cultural awareness to help improve overall understanding.

BERLIN BOROUGH SCHOOL DISTRICT 2021-2026 STRATEGIC PLAN – ACTION PLAN

FOCUS AREA: WHOLE CHILD

GOAL STATEMENT: Develop an academic focus that promotes student development and long-term success by encouraging interpersonal skills and creating opportunities that nurture creativity, wellness, self-accountability and service through instructional areas of: self-awareness, self-management, responsible decision making, healthy relationship skills, and social & civic awareness.

OBJECTIVE 1: Develop a program of increasingly in-depth community-based service opportunities.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. BCS Improvement days & Berlin Park Rejuvenation days	Extra-curricular groups (such as the Interact Club), Students, Staff, Community Members	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media	2021-2022 & 2022-2023	Improvement days at BCS and Park Rejuvenation days will occur twice per year.
2. Interviewing of Senior Citizens for historic preservation	Extra-curricular groups (such as the Interact Club), Students, Staff, Community Members	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media	2021-2022 & 2022-2023	A multimedia presentation presented to the Board and made available to the public at least once per year.
3. Attending BoE or Berlin Council & Planning meetings	Superintendent or designee	Dedicated time for development of a monthly district report Time for attendance	2021-2022 & 2022-2023	A BCS representative at each Berlin Borough Council Meeting and a District report for the Council.

4. Organizing donations to homeless centers / animals shelters) Autumn, Winter, Spring (MLK days of service) events	Extra-curricular groups (such as the Interact Club), Students, Staff, Community Members	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media	2021-2022 & 2022-2023	Two Special days of service dedicated to Autumn, Winter, Spring, MLK days of service
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OBJECTIVE 2: Highlight student achievement in areas other than core-curriculum.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Painting murals, media based projects	Visual Performing Arts Staff, Advisors, Administration	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media	2021-2022 & 2022-2023	Using student feedback and shared governance, development of a student group to paint murals, create art through media, and hold an art show.
2. Collaborate with community members and business to form a gardening club.	Green Team (student & staff volunteers) Local Businesses	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media	2021-2022 & 2022-2023	Plant, care for, and grow a vegetable garden. Hold an event serving the vegetables that are grown.

3. Using the STEAM and Science programs, take part in Robotics competitions, purchase and use a drone for educational purposes, hold a science fair with students explaining their creations/inventions/projects.	STEAM & Science Teachers, Advisors, Administration Board of Education	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media	2021-2022 & 2022-2023	Robotics competitions Purchase and use a drone for educational purposes Science fair with students explaining their creations/inventions/projects.
4. Using a DECA-like program, provide students the opportunity to enhance skills such as time-management, public-speaking, presentation skills, and strategy development	Advisors, Clubs	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media	2021-2022 & 2022-2023	Debate club creation Mock trials

OBJECTIVE 3: Initiate trauma-informed learning for Staff, Teachers & Supporting parents & guardians. Improves students' communication of their feelings to others. Psycho-social interventions can increase compassion to individual needs and increase empathy through common understandings and dialogues. The use of peer-mediators as support can return.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Psycho-social interventions can increase compassion to individual needs and increase empathy through common understandings and dialogues.	Teachers Mental Health Counselor	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media Restorative Practices Professional Development	2021-2022 & 2022-2023	Professional development for schoolwide psycho-social interventions, onsite and job-embedded. Onsite clinicians for student counseling. Provide parent resources via different media regarding strategies based in psycho-social interventions.

		Trauma Informed Teacher Professional Development		
2. The use of peer-mediators as support can return.	Teacher-Advisor, School Counselor	Stipends and materials (continued in the budget) Communications from district & outside community groups Communications from local media Peer Mediation Training for student mediators and advisor	2021-2022 & 2022-2023	Enhance the peer-mediators group to include the use of Restorative Practices

OBJECTIVE 4: Incorporate Yoga, meditation and mindfulness techniques, and/or calming music & brain breaks (Ex: GoNoodle) throughout the academic day.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Scheduling the student days to include Yoga, meditation and mindfulness techniques, and/or calming music & brain breaks (Ex: GoNoodle) throughout the academic day.	In-house staff or vendor	Professional development	2021-2022 & 2022-2023	Student and staff schedules that provide time for mental health breaks. Special event days focused on student wellness.

OBJECTIVE 5: Cultivate an understanding of Digital Safety; with curriculum topics including: cyber-bullying, accessibility, social media, effects of extended screen time on mental health, and positive uses of the Internet.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Cultivate an understanding of Digital Safety	Principals, Technology, & STEAM Teachers	Grant Funding District Funding Technological Devices	2021-2022 & 2022-2023	Use a whole school & community framework for digital safety. Professional Development teaching digital safety.
2. Curriculum revisions to include: cyber-bullying, accessibility, social media	Principals, Curriculum Coordinator, Technology Teachers, & STEAM Teachers	Grant Funding District Funding Technological Devices	2021-2022 & 2022-2023	Curriculum revisions that specifically target cyber-bullying, and social media usage. Assemblies and class speakers to address the ramifications of cyber-bullying and negative use of social media.
3. Effects of extended screen time on mental health and positive uses of the Internet.	Principals, Technology, & STEAM Teachers	Grant Funding District Funding Technological Devices	2021-2022 & 2022-2023	Parent & student nights (virtual & onsite) with interactive presentations about the use of technology as it relates to extended screen time and positive uses of the internet.

OBJECTIVE 6: Understanding how local and global events affect student: improved use of Current Events, developing further empathy, reflecting on one's self, equality challenges within an individual's character, how and why others live differently, and incorporating civic experiences, guest speakers, and other cultural awareness to help improve overall understanding.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Virtual town hall meetings with special guests regarding current events as they relate to teaching and learning in our global society.	Superintendent Principals Outside Groups	Grant Funding District Funding Technological Devices	2021-2022 & 2022-2023	Improved use of Current Events, developing further empathy, reflecting on one's self, equality challenges within an individual's character, how and why others live differently, and incorporating civic experiences, guest speakers, and other cultural awareness to help improve overall understanding.
2. Increasing cultural proficiency through literature and humanities	Teachers	Grant Funding District Funding Technological Devices	2021-2022 & 2022-2023	Identified use of literature from multiple perspectives. Identified varied topics that expose students to multiple perspectives.



Goal #2

Communication/Community Engagement



Goal #2 - Communication/Community Engagement



Goal Statement - Strengthen community engagement and parent support to enhance relationships between parents, families, school and community.

Objectives -

1. Enhance social media management to reach home; as well as community at large.
2. Enhance communications between school & home.
3. Strengthen family participation in schools and participation in student learning & development.
4. Personnel Department to increase the number and frequency of informative contacts it makes with those seeking employment.
5. Educate parents on the need for their involvement.
6. Foster a partnership with the community.

BERLIN BOROUGH SCHOOL DISTRICT 2021-2026 STRATEGIC PLAN – ACTION PLAN

FOCUS AREA: COMMUNICATION/COMMUNITY ENGAGEMENT

GOAL STATEMENT: Strengthen community engagement and parent support to enhance relationships between parents, families, school and community.

OBJECTIVE 1: Enhance social media management to reach home; as well as community at large.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Increasing the frequency of social media post to showcase faculty and student relationships, learning activities, extracurricular events, meal disbursement, and student/parent resources	Administrative Team Technology Department Secretaries	Facebook Twitter District Website Newsblasts	2021-2022 & 2022-2023	interactive and current website up and running
2. Provide the community a glimpse into the learning experiences of other students, families, and faculty.	Administrative Team Technology Department Secretaries	District Website Newsblasts	2021-2022 & 2022-2023	Live presentations at Board Meetings, Special Events & Nights (live & virtual), and Pre-recorded videos and seminars.
3. Social Media accounts direct links on the district website.	Supervisor of Technology, Administration	Budget and financial support in the area of Technology	2021-2022 & 2022-2023	Facebook page, Twitter, Mobile app or any other appropriate form of social media embedded directly in the district website to communicate and enhance the successes of the district

OBJECTIVE 2: Enhance communications between school & home.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Provide parents/caregivers ability to customize and/or personalize notifications	Administrative Team Secretaries	District Website Google Forms Digital Backpack	2021-2022 & 2022-2023	Communication system is set up for opt-in subscriptions for specific notifications (enabled through opt-in for different stakeholder group notifications, i.e. ES only or MS only).
2. Issue shorter, more frequent communications Weekly Recaps in E-Newsletters: Concise and frequent to keep parents in the loop on an ongoing basis	Administrative team Secretaries	On-line newsletter	2021-2022 & 2022-2023	Each principal sends out a weekly newsletter Monthly curriculum newsletter is sent out Superintendent monthly newsletter
3. Adding personalization features giving parents and community the option to "subscribe" to the specific updates (i.e. grade level, ES, MS) they wish to receive. Ensures they get the information they feel is relevant without it getting lost amid other information overload	Administrative Team Secretaries	Google Forms District Website	2021-2022 & 2022-2023	Communication system is set up for opt-in subscriptions for specific notifications (enabled through opt-in for different stakeholder group notifications, i.e. ES only or MS only).

OBJECTIVE 3: Strengthen family participation in schools and participation in student learning & development.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Host program(s) on education and technology issues for families/community	Teaching staff Outside Speakers	Stipends and Materials (continued in budget) Google Forms	2021-2022 & 2022-2023	Programs implemented for all stakeholder groups by staff and outside presenters about BCS programs, current educational trends, and other items of importance.
2. Gather parent feedback Conduct stakeholder surveys once per month	Administrative Team Secretaries	Google Forms Communications from district & outside community groups	2021-2022 & 2022-2023	Establish a Principals' Cabinet (comprised of all stakeholder representatives, including students) to determine focus of monthly surveys for parent feedback for productive use of the feedback to increase the educational capacity of the district.
3. Increase frequency of stakeholder liaison partnerships.	Administrative Team Teaching Staff Support Staff	Communications from district & outside community groups	2021-2022 & 2022-2023	Creation of "Stakeholder Liaison" group as a means of establishing stakeholder liaison partnership. Information discussed is checked for accuracy and disseminated to the community.

4. Provide actionable information	Administrative Team Secretaries	District Website	2021-2022 & 2022-2023	Develop an inventory of community resources that could support global awareness and action. This is for the purpose of providing opportunities for parents to support or prepare their child for classroom assignments and share information about upcoming activities and special events.
5. Limit number of teacher communication platforms	Administrative team Teaching staff Support staff	Communication resources	2021-2022 & 2022-2023	Through internal dialogue, determine one communication platform that will be used by all teachers.
6. Promote availability of Parent Office Hours in all email correspondence going forward	Administrative team Teaching staff Support staffT	Email District Website	2021-2022 & 2022-2023	Through internal dialogue, teachers and administrative staff will develop expectations for office hours.
7. Develop FAQ's (Frequently Asked Questions), and Easy Reference Guides for new programs	Superintendent	District Website Technology devices	2021-2022 & 2022-2023	Create FAQ and guides that stakeholders can reference when questions arise regarding new programs.
8. Provide research data to support the role that parental engagement plays in student achievement (short term & long term).	Superintendent	Research data Technology devices District Website	2021-2022 & 2022-2023	Dedicate a specific web page on the district website to provide the research data to support the role that parental engagement plays in short- and long-term student achievement.

OBJECTIVE 4: Personnel Department to increase the number and frequency of informative contacts it makes with those seeking employment

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Diversified recruitment approach to promote diversity and ensure high quality candidates	Administrative team	District Website New Jersey School Jobs Kelly Services Diversity Organizations	2021-2022 & 2022-2023	Usage of associations, networks, and diverse groups to advertise and recruit diverse, high quality candidates
2. Employment added into the district newsletter Social media postings Advertise openings within Kelly Services	Administrative team	District Website Social Media Platforms Kelly Services	2021-2022 & 2022-2023	Noted increase in number of external applicants.

OBJECTIVE 5: Educate parents on the need for their involvement.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Frequent reminders of Parent Office Hours & the availability	Teaching staff	District Website	2021-2022 & 2022-2023	Increased contact between home and school Increased parental participation in school events
2. Develop FAQ's (Frequently Asked Questions)	Superintendent	District Website District Technology	2021-2022 & 2022-2023	Decrease in parental complaints and concerns that are answered by FAQ's
3. Provide research data to support the role that parental engagement plays in student achievement (short term & long term)	Superintendent	Research data Technology devices District Website	2021-2022 & 2022-2023	Dedicate a specific web page on the district website to provide the research data to support the role that parental engagement plays in short- and long-term student achievement.

OBJECTIVE 6: Foster a partnership with the community.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Coordinate resources with Berlin Boro Public Library	Teaching Staff	Public Library District Website	2021-2022 & 2022-2023	Share the curriculum and curricular materials with the Marie Fleche Memorial Library to determine any opportunities for coordination of resources.
2. Invite government officials to guest speak in classrooms and at events	Guest Speakers Administrative team Teaching staff	Community organizations District Website	2021-2022 & 2022-2023	Collaborate with available government officials for special events and classroom visits when aligned with the curriculum.
3. Create a network of mentor parents to assist new families in learning about the school	Administrative team	District website HSA	2021-2022 & 2022-2023	Develop and utilize relationships with community leaders and stakeholders ("parent ambassadors") to build partnerships between and among District constituents.
4. Establish an Engagement Action Team (EAT)	Administrative team Secretaries Teaching staff	District website HSA Stipends	2021-2022 & 2022-2023	Establish a volunteer group (family members, staff and community members) who develop and monitor a school-wide, comprehensive plan that supports family and community engagement activities and strategies to strengthen the school-community relationships




Goal #3

Staff Support



Goal #3 - Staff Support



Goal Statement - To attract, develop and retain excellent quality staff with a focus on relevant professional development through mindfulness and cultural responsiveness and 21st century teaching strategies.

Objective -

1. Include professional development throughout each year with recommendations provided by Administration and collegial sharing (staff surveys, needs-based recommendations).
2. Provision of curricular resources to support critical literacy and cultural responsiveness as we strive to positively impact social-emotional learning.
3. Support of teachers in their pursuit of innovative, flexible and creative techniques in the classroom (technology, books, supplemental materials).
4. Integration of real-world, practical application-based activities that are relevant to current events and 21st century teaching and learning.
5. Support staff health and wellness (including mental health) through the continuation of wellness and mindfulness activities (yoga, book club, walks, pedometer challenges, Biggest Loser, mindfulness, meditation) with appropriate funding.

BERLIN BOROUGH SCHOOL DISTRICT 2021-2026 STRATEGIC PLAN – ACTION PLAN

FOCUS AREA: STAFF SUPPORT

GOAL STATEMENT: To attract, develop and retain excellent quality staff with a focus on relevant professional development through mindfulness and cultural responsiveness and 21st century teaching strategies.

OBJECTIVE 1: Include professional development throughout each year with recommendations provided by Administration and collegial sharing (staff surveys, needs-based recommendations).

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Surveying the different groups of teachers regarding professional development they believe is essential for their professional growth and student achievement.	Superintendent Principals Curriculum Coordinator	Local Budget Federal Grants	2021 - 2022 & 2022 - 2023	Professional development that matches the needs based on staff feedback and needs as well as administrative determination.
2. Staff opportunities for book clubs that are relevant to current educational topics and challenges.	Staff Administration Consultants	Local Budget Federal Grants	2021 - 2022 & 2022 - 2023	Staff presentations at Board Meetings and Special Event night events about the topics read and discussed.
3. Staff opportunities to articulate regionally about mindfulness/wellness, cultural responsiveness, and 21st century teaching strategies.	Staff Administration Consultants	Local Budget Federal Grants	2021 - 2022 & 2022 - 2023	A regional/state summit at the school with BCS staff and out of district teachers presenting experiences, programs, and ideas.

OBJECTIVE 2: Provision of curricular resources to support critical literacy and cultural responsiveness as we strive to positively impact social-emotional learning.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Continued work with the PEER group at the administrative and staff levels.	Staff members, Administrators, Community Members	Local budget Grants	2021 - 2022 & 2022 - 2023	Presentations at Board Meetings, town hall meetings, and community nights about the continued work with the PEER group.
2. Continued Curriculum Committee work for the review and recommendation of literature to support critical literacy using Policy 2530 - Resource Materials.	Staff Members Administrators, Outside Consultants	Local budget Grants Outside organizations	2021 - 2022 & 2022 - 2023	Board approved literature with presentations regarding the importance and rationale to show multiple perspectives.
3. Professional development for Culturally Responsive Teaching in the classroom.	Staff Members Administrators, Outside Consultants	Local budget Grants Outside organizations	2021 - 2022 & 2022 - 2023	Staff presentations at Board Meetings, Community Events, and Theme nights about the implementation of Culturally Responsive Teaching.

OBJECTIVE 3: Support of teachers in their pursuit of innovative, flexible and creative techniques in the classroom (technology, books, supplemental materials).

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Encourage participation in professional learning communities	Curriculum supervisor Principals Teaching staff	District technology District budget	2021-22 2022-23	Monthly PLC meetings by grade level and/or content area.
2. Provide inter-district professional development for special area teachers.	Superintendent Curriculum supervisor Principals Teaching staff	District budget District technology	2021-22 2022-23	Enhanced curriculum by collaborating with teachers of similar content areas.
3. Provide out of district professional development based on teacher survey responses.	Curriculum supervisor Principals Teaching staff	District budget District technology	2021-22 2022-23	Teacher participation in the district provided professional development. Teacher surveys regarding professional development

OBJECTIVE 4: Integration of real-world, practical application-based activities that are relevant to current events and 21st century teaching and learning.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Development or acquisition of exemplars for incorporating practical applications during instruction.	Teachers Administrators Curriculum Coordinator	Budget Grants	2021-22 & 2022-23	Observation of the applications during instruction Curriculum mapping Repository of methods to implement practical applications in the different subject areas.
2. Professional development regarding universal assessment that includes a practical application component.	Teachers Administrators Curriculum Coordinator Outside Consultants	Budget Grants	2021-22 & 2022-23	Data showing the types of practical applications used in assessments across the curriculum.

OBJECTIVE 5: Support staff health and wellness (including mental health) through the continuation of wellness and mindfulness activities (yoga, book club, walks, pedometer challenges, Biggest Loser, mindfulness, meditation) with appropriate funding.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Research and investigate an online nutritional program for teachers and staff. Offer the program to our teachers and staff.	Administration Teachers Curriculum supervisor	District budget	2021-22 2022-23	Establishment of a program for staff that focuses on nutritional advice and guidance
2. Continue implementation of wellness committee with a focus on emotional wellness	Administration Teachers Support staff Curriculum supervisor	District budget ESSR	2021-22 2022-23	Establishment of a program for staff that focuses on social-emotional support and guidance
3. Continue implementation of wellness committee with a focus on physical fitness.	Administration Teachers Support staff Curriculum supervisor	District budget	2021-22 2022-23	Establishment of a program for staff that focuses on physical activities for a healthy lifestyle (work-life balance)



Goal #4

Operations/Resources/Infrastructure



Goal #4 – Operations/Resources/Infrastructure



Goal Statement - Using our Operations, Resources, and Infrastructure to enhance the learning environment for all students; ensuring safety, accessibility, health, and being eco-friendly.

Objectives -

1. Research and investigate areas of Operations for a more “Green” school that increase fiscal savings regarding buildings and ground management contributing to student growth and achievement.
2. Continue and enhance the relationship with the local police, first responders, and emergency management personnel.
3. Research and investigate areas of Revenue/Resources for budgetary savings contributing to student growth and achievement.
4. Research and investigate areas in Technology for optimal contribution to student growth and achievement.

BERLIN BOROUGH SCHOOL DISTRICT 2021-2026 STRATEGIC PLAN – ACTION PLAN

FOCUS AREA: OPERATIONS/RESOURCES/INFRASTRUCTURE

GOAL STATEMENT: Using our Operations, Resources, and Infrastructure to enhance the learning environment for all students; ensuring safety, accessibility, health, and being eco-friendly.

OBJECTIVE 1: Research and investigate areas of Operations for a more “Green” school that increase fiscal savings regarding buildings and ground management contributing to student growth and achievement.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Establishment of a garden club.	Principals Teachers Local Agricultural Community & Groups	Accessibility and availability to local agricultural community & groups	2021-2022 2022-2023	Planting and maintenance of a school vegetable garden.
2. Investigate the feasibility of Solar Panels where solar panels could possibly be placed.	Business Administrator Supervisor of Facilities Superintendent	Solar Panel vendors Architect with expertise in Solar Panels Energy Savings Improvement Program	2021-2022 2022-2023	Quarterly report to BOE on research followed-up with any possible actions that can be implemented based on findings from the audit and research.
3. Review energy costs and trends including a stronger recycling program.	Business Administrator Supervisor of Facilities Superintendent	NJ School Boards Association Green Initiative Sustainable Jersey for Schools and other vendors (as necessary)	2021-2022 2022-2023	Completed Energy Audit Quarterly report to BOE on research followed-up with any possible actions that can be implemented based on findings from the audit and research.
4. Allocate funding for the investigation of possible new clean air strategies and circulation as well as potential HVAC upgrades for cleaner ventilation and ionizers to clean the air.	Business Administrator Supervisor of Facilities	NJ School Boards Association Green Initiative Sustainable Jersey for Schools Other vendors as necessary	2021-2022 2022-2023	Report of clean air strategies and circulation options

Major Activities	Staff	Resources	Timelines	Indicators of Success
5. Research and investigate hand sanitizing stations in the cafeteria and creative scheduling of lunch periods to avoid extremely early and extremely late lunches.	Business administrator Superintendent Supervisor of Facilities Principals	ESSR funds American Rescue Plan funds	2021-22 2022-23	Examine the feasibility of lunch periods in light of the current pandemic and the recommendations from county and state health officials. Improved hand sanitizing stations.
6. Improve access between the wings for people with mobility issues.	Superintendent Business administrator Supervisor of Facilities	District Budget Architect	2021-22 2022-23	Consultation with architect to investigate options for improving facilities for those with mobility issues
7. Do a Demographic study every 10 years to ensure we are not at risk for being over-crowded.	Business Administrator Supervisor of Facilities	District Budget RFP	2021-22 2022-23	Research when the last Demographic study was completed and schedule the next study. Report out the results to the Board of Education and community.

OBJECTIVE 2: Continue and enhance the relationship with the local police, first responders, and emergency management personnel.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Enhance the resource officer program to help open lines of communication between students and the officers.	Principal SRO Teaching staff	District budget District technology Community meetings	2021-2022 2022-2023	Increased presence of SRO at lunch and recess. Inclusion of SRO in focus groups.
2. The established reopening committee will serve as the emergency planning committee.	Stakeholders selected to serve on the reopening committee/emergency response committee.	Updated emergency response plan in accordance with the CDC, NJ DOH, and CC DOH guidance. Federal grant funds for providing education during a declared emergency (and Executive Orders).	2021-2022 2022-2023	The reopening plan (which will also service as the emergency response plan) will be reviewed for future implementation (if necessary). The emergency response plan is able to be immediately enacted (if the situation arises).

OBJECTIVE 3: Research and investigate areas of Revenue/Resources for budgetary savings contributing to student growth and achievement.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Offer more in house programs to attract new tuition students and save on out of district placements.	Superintendent Principals Business administrator Teaching Staff Support Staff	District budget	2021-22 2022-23	Cost savings for out-of-district placements.
2. Look for additional partnerships/shared services to save money.	Superintendent Business administrator	Inter-district consortiums Professional educational associations	2021-22 2022-23	Improved relationships with other local school districts. Horizontal articulation

OBJECTIVE 4: Research and investigate areas in Technology for optimal contribution to student growth and achievement.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Consider adding an additional technology person. Perhaps offering an internship or teacher stipend position to enhance our technology department.	Superintendent Technology supervisor	District budget	2021-22 2022-23	Improved technology and turn around time for enhancing and updating technology.
2. Have stronger/more Wi-Fi and outdoor classrooms.	Technology supervisor Superintendent Facilities supervisor	District budget	2021-22 2022-23	Better wifi in classrooms Increased outdoor classroom options

Goal #5

Programs/Activities/Curriculum



Goal #5 - Programs/Activities/Curriculum

Goal Statement - Over the next five years we will develop and continually enhance the curriculum, programs and activities offered at BCS to ensure that outgoing BCS students are performing at/or above grade level and are adequately prepared for their secondary education (i.e. high school or technical school).

Objectives-

1. Research, analyze and then adjust or create inclusive programs/activities to support 21st Century learning opportunities focused on both the NJ Student Learning Standards and building community amongst all Berlin Borough School District stakeholders.
2. Upgrade curricular resources based on data-driven decisions led by content experts and rooted in educational best practices.
3. Increase in-school opportunities for students to engage in activities and learning experiences rooted in 21st Century Learning Life & Career Standards.
4. Increase opportunities for community engagement/relationships that result in out of school learning activities and programs for students and staff that impact the local community.

Goal #5 - Programs/Activities/Curriculum (con't)

Goal Statement - Over the next five years we will develop and continually enhance the curriculum, programs and activities offered at BCS to ensure that outgoing BCS students are performing at/or above grade level and are adequately prepared for their secondary education (i.e. high school or technical school).

Objectives-

5. Incorporate student voices and reflections in all facets of BCS programs, activities and curricular endeavours to ensure relevancy.
6. Collaborate with Eastern Regional High School K-8 sending districts to develop student-centered, year long clubs and activities.
7. Form a working sub-committee composed of representatives from all Berlin Borough School District stakeholders to provide ongoing oversight/input ensuring the completion/achievement of these above stated objectives and overarching goals.

BERLIN BOROUGH SCHOOL DISTRICT 2021-2026 STRATEGIC PLAN – ACTION PLAN

FOCUS AREA: PROGRAMS/ACTIVITIES/CURRICULUM

GOAL STATEMENT: Over the next five years we will develop and continually enhance the curriculum, programs and activities offered at BCS to ensure that outgoing BCS students are performing at/or above grade level and are adequately prepared for their secondary education (i.e. high school or technical school).

OBJECTIVE 1: Research, analyze and then adjust or create inclusive programs/activities to support 21st Century learning opportunities focused on both the NJ Student Learning Standards and building community amongst all Berlin Borough School District stakeholders.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Research, select and provide professional development of the most appropriate growth mindset learning model so that students see mistakes as opportunities for improvement.	Curriculum supervisor Superintendent Principals Teaching Staff	District Budget Professional development	2021-22 2022-23	Increased student resilience to produce learners with a growth mindset. Completed professional development by all staff and teachers
2. Reinvalidate the character education program	Principals Teaching Staff Support Staff	District Budget Character Ed. program Professional development	2021-22 2022-23	Improved school culture Collaborative meetings with students and staff to measure improvements
3. Research, select and provide professional development for socio-emotional learning that will translate into better relationships for students and teachers.	Administrative team Teaching Staff School Counselors Mental Health Counselor	District Budget Professional development	2021-22 2022-23	Increase in student empathy and mental health reflected through surveys and improved behavior and grades.

OBJECTIVE 2: Upgrade curricular resources based on data-driven decisions led by content experts and rooted in educational best practices.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Continued Curriculum Committee work for the review and recommendation of literature to support critical literacy using Policy 2530 - Resource Materials.	Curriculum supervisor Principals Teaching staff	District budget Grants	2021-22 2022-23	Board approved literature with presentations regarding the importance and rationale to show multiple perspectives.
2. Enhance vertical articulation with Eastern Camden County School district to maximize student preparedness upon entering 9th grade.	Curriculum supervisor Principals Teaching staff	District budget	2021-22 2022-23	Meetings between supervisors at Eastern and BCS Professional development and articulation meetings between Eastern content supervisors and BCS 8th grade teachers.

OBJECTIVE 3: Increase in-school opportunities for students to engage in activities and learning experiences rooted in 21st Century Learning Life & Career Standards.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Host a Career Fair where 7th and 8th grade students learn about career possibilities.	Administrative team Teachers School Counselors	District Budget District Website Community outreach	2021-22 2022-23	Survey students on the impact of the program. Meet with the principal advisory board to gain insight and additional commentary.
2. Host Alumni Day for alumni to share helpful high school advice.	Administrative team Teachers School Counselors	District budget District website Community outreach	2021-22 2022-23	Survey students on the impact of the program. Meet with the principal advisory board to gain insight and additional commentary.

OBJECTIVE 4: Increase opportunities for community engagement/relationships that result in out of school learning activities and programs for students and staff that impact the local community.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Utilize the student activity Interact to provide community service activities that take place off school property.	Administrative team Teachers Advisor	District website Local budget for transportation	2021-22 2022-23	Increased BCS visibility in the community at large. Presentations of projects at BOE meetings. Student participation in community service opportunities.
2. Create a community outreach liaison position to enhance the relationship between BCS and the Berlin businesses and community groups.	Administrative team	District website District budget	2021-22 2022-23	Increased BCS visibility in the community. Improved relationship between BCS and local businesses and community organizations.
3. Create an alumni group and host Alumni Day.	Administrative team Teaching staff	District website District budget	2021-22 2022-23	Host alumni meetings and dinners. Host Alumni Day at BCS where students can hear from those who walked before them. Survey current students on impact of events.

OBJECTIVE 5: Incorporate student voices and reflections in all facets of BCS programs, activities and curricular endeavours to ensure relevancy.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Create a principal- student advisory board regarding programs, activities, and curricula to keep administration aware of student perception.	Principals Secretaries	District Budget	2021-22 2022-23	Hold bi-monthly meetings of the principal-student advisory board.
2. Conduct periodic student surveys to gauge student opinions.	Principals Teachers Secretaries	Google Forms District technology devices	2021-22 2022-23	Conduct quarterly surveys of students regarding relevant topics and school culture.
3. Conduct school wide elections for Student Council and home room representatives	Principals Teachers Advisors Secretaries	Google forms District technology devices	2021-22 2022-23	School-wide student participation in democratic process. Improved student engagement and voice in school culture.

OBJECTIVE 6: Collaborate with Eastern Regional High School K-8 sending districts to develop student-centered, year long clubs and activities.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Survey K-8 schools to determine their clubs and year long activities.	Administrative team	District technology Google survey	2021-22 2022-23	Compilation of data and presentation to local BCS stakeholders.
2. Propose and initiate an Eastern Regional K-8 sending district consortium to local school districts.	Administrative team	District technology Google survey	2021-22 2022-23	Proposed 2-4 meetings a year to review horizontal articulation of curriculum and year long activities.

OBJECTIVE 7: Form a working sub-committee composed of representatives from all Berlin Borough School District stakeholders to provide ongoing oversight/input ensuring the completion/achievement of these above stated objectives and overarching goals.

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Create and sustain a sub-committee after identifying the school district stakeholders.	Administrative team Teaching staff Support Staff	District funding Website District technology devices	2021-22 2022-23	Hold bi-annual meetings of the sub committee.

NEXT STEPS



**Board of Education
Approval**

**Commence Year 1 Action
Plan**

**Administration Team
develop Year 3+ Action
Plans for BOE Review**

**Strategic Planning
Stakeholder Committee
meets annually to review
Strategic Plan progress**

Additional Resources & Presentations



Superintendent State of the Schools Presentation

New Jersey School Boards Survey Results Presentation