



STRATEGIC PLAN 2024-2029

Prepared for the

Tewksbury School District

TEWKSBURY, NEW JERSEY

Facilitated by NJSBA Field Services Department
Gwen H. Thornton, Director, Field Services



TABLE OF CONTENTS

Acknowledgements

Participants in the Process

Strategic Planning Process

Mission Statement

Goals and Objectives

Goal #1 - The Student Experience

Goal #2 – Facilities & Finance

Goal #3 – School Environment

Appendix A – State of the Schools Report

Appendix B – Strengths & Challenges

Appendix C – Vision 2029

Appendix D – Strategic Planning Goal Setting

Appendix E – Action Plans



ACKNOWLEDGEMENTS

The Tewksbury School District's Strategic Planning process, completed during the 2023 - 2024 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

TEWKSBURY BOARD OF EDUCATION

Andrea Stein, President

Suleyka Munoz, Vice-President

Karen Fleming

Khadija Niang

Jillian Carrino

Susanne Jardinella

James Charniga

Connie Wygera

William Simon

Jennifer Shouffler, Superintendent

Heather Goguen, Business Administrator, Board Secretary

NEW JERSEY SCHOOL BOARDS ASSOCIATION

Gwen H. Thornton, Director, Field Services



ATTENDEE LISTING MEETING #1

February 12, 2024

Susanne Jardinella

Lisa Moore

Andrea Stein

Jessica Russo

Paul Kalachnyuk

Alina Kalachnyuk

Vin Godlesko

Lenny Mecca

Caludia Mecca

Jen Frankel

Marc Petragnani

Andrea Maramur

Glenn Nafey

Amanda Nafey

Lindsay Smooth Kristan
Cegno

Hapi Kaufman

Michael Arpino

Jen Flood

Caitlin Bryan Carder

Doris Zito

Saleyka Munoz

Gregg Davidson

Amanda Kouzis

Jessica Shalhaub

Andrea Foy

Mike Infusino

Maura Obercian

Jamie Dereppo

Caitlin Ruttay

Kelly McConney-
Brahewood

Heather Ross

Heather Gouen

William Simon

Connie Wygera

Guy Citron

Walter Wygera

Michael Mitchell

Brandi Harkins

Andrew Fingerman

Therese Bialkin

Tina Martin

Robert Becker

Jim Charniga

Eva Dorcus

Margaret Lampariello

Max Schwendier

Eric Schwartz

Amy Elliott

Andrew Fechner

D. Chase

Valerie Prurce

Jerry Russo



ATTENDEE LISTING MEETING #2

March 13, 2024

Susanne Jardinella

Jennifer Shouffler

Robin Thompson

William Simon

James Charniga

Brandi Harkins

Andrea Stein

Faith Ross

Margaret Lampariello

Eric Schwartz

Mike Infusino

Jean Frankel

Amanda Nafey

Caitlin Bryan-Carder

Janet Pereini

Aurora Pipeling

Connie Lexgevce

Jessica Shalhoub

Suleyka Munoz

Marc Petrogneni

Jessica Russo

Justin Steele

Lenny Mecca

Al Miano

Michael Mitchell



ATTENDEE LISTING MEETING #3

April 16, 2024

Elizabeth Birckholtz

Mike Infusino

Jan Clark

Andrew Fingerman

Alina Kalachnyuk

Pavel Kalachnyuk

Heather Goguen

Connie Wygera

Jim Charniga

Jen Shouffler

William Simon

Doris Zito

Andrea Stein

Jen Flood

Michael Mitchell

Brandai Harkins

Amanda Nafey

Jessica Shalhoub

Eric Schwartz

Michael Mituhr

Jean Frankel

Amanda Kouzis

Faith Ross

Rori Pipeling

Lindsay Smik

Andrea Marana

Susanne Jardinella



STRATEGIC PLANNING PROCESS

Executive Summary

A. EDUCATING THE BOARD TO MAKE AN INFORMED DECISION

In late fall of 2023, the Tewksbury School District Board of Education discussed and approved a contract with New Jersey School Boards Association (NJSBA) for the 3R (Reflect, Reimagine, and Recalibrate) Strategic Planning Service.

B. 3R STRATEGIC PLAN MEETINGS

On February 12th, March 13th and April 16th parents, community members, staff, and administrators came together for strategic planning. Gwen Thornton, Field Services Director from NJSBA facilitated the Strategic Planning meetings. Outcomes of these meetings include:

1. Strengths and Challenges of the Tewksbury School District
2. Vision 2024 – 2029
3. Strategic Plan Goals and Objectives

Outcomes from all three of the Strategic Planning Meetings are included in this notebook.

(Appendix A: State of the Schools Report)

(Appendix B: Meeting 1 – Strengths & Challenges Outcomes)

(Appendix C: Meeting 2 – Vision 2029 Outcomes)

(Appendix D: Meeting 3 – Strategic Planning Goal Setting Outcomes)

(Appendix E: Action Plans)

C. DEVELOPING THE ACTION PLANS

The Superintendent and administrative team developed action plans to implement the vision and goals developed in the 3D Strategic Plan. The action plans include:

1. The actions necessary to accomplish the goals and objectives
2. Select measures for accountability
3. Resources required
4. A timeline for implementation
5. Indicators of success for each activity

(Appendix E – Action Plans)



D. PRESENTATION OF THE STRATEGIC PLAN

NJSBA Field Services Director, Gwen H. Thornton will present the final Strategic Plan to the Board of Education and community on a date to be determined.

E. NEXT STEPS

Following the presentation of the final plan, the Board of Education will review and adopt the strategic plan. The superintendent and administrative team will implement the action plans for each of the identified goals. Upon approval of the plan by the board of education, it should be placed on the district website for staff, parents, and community members to access and follow. A copy of the plan should be on the board table at each board meeting to provide a framework for decision-making.

An annual State of the Strategic Plan presentation is highly recommended to reflect the progress being made on the strategic planning goals.



MISSION STATEMENT

The mission of the Tewksbury School District is the continual development of each child's intellectual, artistic, social, and physical abilities in a positive environment, which fosters self-esteem and a love of learning while meeting the district expectation that they will achieve the New Jersey Student Learning Standards at all grade levels. Pupils in the Tewksbury Township Public Schools will be confident, productive members of a changing society.



GOAL AREAS

1. Student Experience
2. Finance and Facilities
3. School Environment



GOAL AREA #1

STUDENT EXPERIENCE

Goal Area: Student Experience

Goal Statement: To develop an environment that promotes creative and independent thinking with a focus on academic excellence and the arts; that is also adaptable to each student.

Objectives:

1. Create an environment of teacher excellence through robust professional development, maintaining small class sizes and encouraging improved reciprocal parent-teacher communication.
2. Improve leadership and consistency within departments to encourage alignment with academic goals and transparency in communication between teachers; attention given to continuity from grade to grade to improve articulation of the curriculum
3. Develop a robust program of experiential learning that exposes students to applied skills and encourages artistic development and civic awareness.
4. Ensuring the child study team is adequately and fully staffed and is supported in providing the best environment possible for this community of learners.
5. To identify and serve both the academic and social emotional needs of gifted students so that they are learning in an environment and at a pace that encourages them, understands their unique neurological profile, and aligns with their cognitive abilities per NJ law.
6. Develop capstone program and incorporate extras (i.e., science fairs) at every level.

See Action Plans for all major activities



GOAL AREA #2

FACILITIES & FINANCE

Goal Area: Facilities & Finance

Goal Statement: To create a financial framework so that we can create:

Objectives:

1. Outdoor learning spaces
2. Art/Science Classroom
3. Modernize facilities: solar parking -coverage structure
Stage at OTS- structure, audio, and lighting

See Action Plans for all major activities.



GOAL AREA #3

SCHOOL ENVIRONMENT

Goal Area: School Environment

Goal Statement: To create a welcoming and supportive environment to foster in our students a lifelong love of learning and robust connection to their school and wider community.

Objectives:

1. Expansion of enrichment and co-curricular programs to include science fairs, spelling bees, model UN, debate, and others to provide engagement with other districts.
2. Annual review of expansion for flexible learning environments to include seating, visual aids, and upgrades to educational technology.
3. Prioritize group and interpersonal interaction of students while reducing reliance on screens for school work/projects whenever possible.
4. Create more opportunities for community service projects and family/community involvement.
5. Cultivate an inclusive climate where student differences are celebrated to promote a sense of belonging including kindness initiatives, expansion of world languages, expansion of special education and Aspire, and more exposure to diverse cultures and backgrounds,
6. Increased collaboration within and between the schools. i.e., students for move up day

See Action Plans for major activities



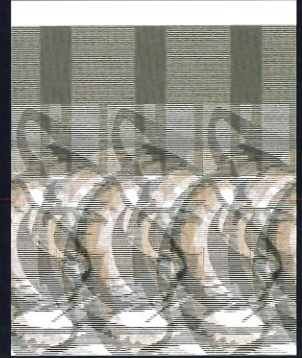
APPENDIX A

Superintendent's Report: "State of the Schools"



Tewksbury Township School District

Strategic Planning 2024-2029



Welcome!



AGENDA- February 12, 2024

- 7:00-7:05 Welcome and Introductions**
Opening Public Meeting
Ms. Andrea Stein, Board of Education President
- 7:05-7:15 State of the Community Report**
Ms. Jean Frankel, Tewksbury Township Committee
Ms. Andrea Maranca, Tewksbury Township Committee
- 7:15-7:45 State of the School District Report**
Dr. Jennifer Shouffler, Superintendent
- 7:45-8:15 Small Group Activity & Brainstorming**
*Strengths/Accomplishments and Challenges/Opportunities
of Tewksbury Township School District*
Facilitated by Ms. Gwen H. Thornton, NJSBA Representative
- 8:15-8:30 Sharing our Thoughts**
- 8:30 Wrapping Up and Next Meetings**

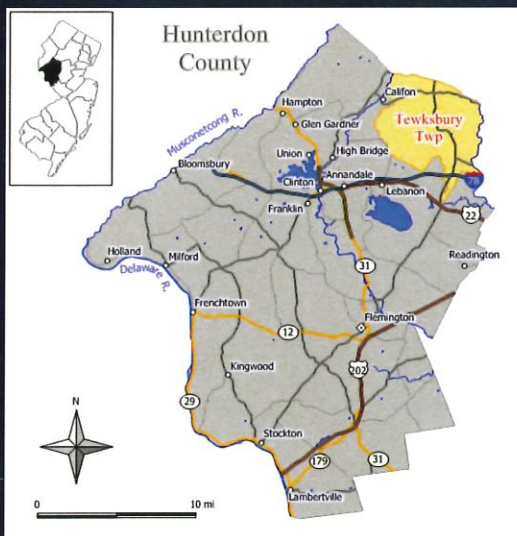
State of the Tewksbury Community

Ms Jean Frankel, Councilwoman

Ms. Andrea Maranca, Councilwoman



Tewksbury Township New Jersey



Located in northeastern Hunterdon County New Jersey, the Township of Tewksbury is a community of approximately 6,000 people. The Township covers 31.8 square miles and is home to the villages and hamlets of Oldwick, Fairmount, Pottersville, Cokesbury, Mountainville, and Bissell. The Township is crossed by Interstate 78, Routes 517, 523 and 512.

Tewksbury 2020 Census Data

Population	5,870	100%
19 years and younger	1,261	21.5%
20-24 years	332	5.7%
25-44 years	832	14.2%
45-64 years	2,087	35.6%
65 years and older	1,358	23.1%
Median Age	51.9 years	
Households	2,185	
Households with individuals under 18	597	27.3%

Tewksbury American Community Survey Data

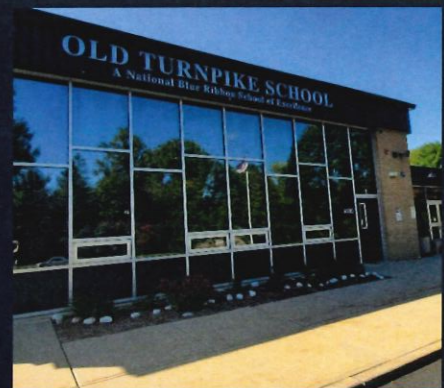
Year	2020	2022
Families	1,838	1,894
Average Household Size	2.63	2.56
Average Family Size	2.90	2.84
Median Household Income	\$138,378	\$176,932
Median Family Income	\$156,750	\$200,792
Median Per Capita Income	\$71,968	\$92,897
Median Income (Males)	\$127,031	\$143,828
Median Income (Females)	\$95,326	\$114,088

Tewksbury Township - Tax Rate 2016-2023

	2016	2017	2018	2019	2020	2021	2022	2023
County Tax	0.369	0.375	0.38	0.386	0.325	0.318	0.329	0.357
County Library	0.038	0.038	0.038	0.038	0.032	0.032	0.033	0.035
County Open Space	0.037	0.036	0.037	0.037	0.031	0.031	0.032	0.034
District School Tax	0.931	0.965	0.978	0.979	0.842	0.861	0.875	0.891
Regional School Tax	0.635	0.662	0.651	0.669	0.561	0.592	0.557	0.593
Municipal Tax	0.375	0.391	0.412	0.426	0.377	0.388	0.397	0.402
Municipal Open Space	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Total Tax Rate:	2.435	2.517	2.546	2.585	2.218	2.272	2.273	2.362

State of the Tewksbury Schools

Dr. Jennifer Shouffler,
Superintendent



What do you value most about your school?

- **Will:** "Teachers are always open to helping you and students willing to help too."
- **Juliette:** "There is a variety of clubs and sports. Caring and nice environment, and everyone knows each other."
- **Emily:** "Opportunity for leadership roles and friendships. Teachers are very adaptable; they change the way they teach for the needs of the students."
- **Lily:** "Strong sense of community. Teachers know you. I came from a larger district and I like this smaller school."
- **Jake:** "Kids are able to connect through sports and clubs. Different grades can get to know each other through activities"
- **Katie:** "Good learning environment. Safe and comforting."
- **Deanna:** "Easy to speak to principal and teachers about ideas."



Tewksbury Township Public Schools

Mission Statement



The Mission of the Tewksbury School District is the continual development of each child's intellectual, artistic, social, and physical abilities in a positive environment, which fosters self-esteem and a love of learning while meeting the district expectation that they will achieve the New Jersey Student Learning Standards at all grade levels. Pupils in the Tewksbury Township Public Schools will be confident, productive members of a changing society.

Awards and Highlights from our Schools

- Both of our schools have received the U.S. Department of Education National Blue Ribbon Award for Educational Excellence: Tewksbury Elementary School (2011) and Old Turnpike School (2020)
- 486 students and Low Class Size in both our schools
- Successful Negotiations between the BOE and Tewksbury Education Association which led to a supportive 5-year teachers' contract
- Students consistently show high achievement levels in comparison to the state of New Jersey and other Hunterdon Schools
- Sister Schools with Tewkesbury, Gloucestershire England
- Supportive Board of Education, Caring Parents, Talented Students, and Dedicated Teachers and Staff making enviable schools to attend



Tewksbury School District



- **Two Schools with 486 Students**
- **Kindergarten through Grade 8, with a Pre-Kindergarten for students with IEPs**
- **Number of Total Staff: 111**
- **Includes 62 Teachers/Certified Staff**
- **New Teachers/Certified Staff this year: 5**
- **Percent of Non-tenured Staff: 16/62 = 26%**
- **Administrators:** Superintendent, two Principals, Supervisor of Special Education, and Supervisor of Instruction/Programs
- **Administrative Assistant for** Superintendent and Human Resources
- **Business Office:** Business Administrator, Payroll Assistant, and Accounts Payable Clerk
- **Transportation, Facilities, and Technology Departments**

Enrollment: PreK through Grade 8

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Pre-K	14	11	6	3	15	11
Grade K	39	42	43	53	36	42
Grade 1	53	43	49	49	58	41
Grade 2	41	56	44	51	50	61
Grade 3	55	46	56	50	54	49
Grade 4	62	56	48	58	57	56
Grade 5	66	59	59	52	56	57
Grade 6	62	70	65	53	55	57
Grade 7	80	60	66	65	59	56
Grade 8	65	80	59	66	70	56
Total	537	523	495	500	510	486

Public versus Non-public School Attendance in Tewksbury

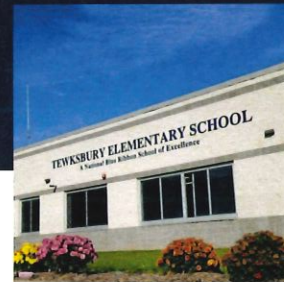
Year	# of students in Grade 8 in June	# of students attending Non-public School in Grade 9	% attending Non-public High School
2022-2023	70	13	19%
2021-2022	65	9	14%
2020-2021	58	7	12%
2019-2020	79	12	15%
2018-2019	62	11	18%
2017-2018	75	10	13%

Year	Aid in Lieu #	% of K-8 Tewksbury Students receiving Transportation Funds to Non-Public School
2022-2023	47	9%
2021-2022	59	12%
2020-2021	41	8%
2019-2020	64	12%
2018-2019	62	11.5%
2017-2018	88	15.5%

Demographics of Our Student Population in Tewksbury Schools

- Considered a Rural School by Federal Requirements
- "J" District in terms of Socio-economic Status: the highest tier in NJ
- Students eligible for Free/Reduced Lunch Price: 2.67 %
- Multilingual Learners: 1%
- Student Population by Ethnicity
 - White: 78%
 - Hispanic/Latinx: 4%
 - Black/African American: 1%
 - Asian: 5%
 - Pacific Islander: 1%
 - Multiracial: 12%

Tewksbury Elementary School: PreK through Grade 4



- School Built in 2005
- Principal Moore
- Currently 259 students
- 2 School Secretaries, 1 Nurse, 1 School Counselor
- 1 Reading Specialist and 1 Enrichment Teacher/Basic Skills
- 14 classroom teachers (plus special educators)
- 1 Librarian and 1 Library Clerk (Shared w/ OTS), 1 Art teacher, 1 Music Teacher, 1 Spanish Teacher, 1 Technology Teacher, and 1.5 PE/Health Teachers
- **Average Class Size:** General Education 17-18 Students
- **Teacher to Student Ratio:** 1 to 9
- *Math in Focus K-5 (originally implemented 2012)*
- *InquirEd K-5 (2022):* Social Studies Resources focus on Primary Sources
- *FOSS Kits:* Hand-on Science program
- Literacy Support: *Wilson Reading, Fountas and Pinnell, Orton Gillingham, and Writers Workshop:*
- **Yearly Events:** Sneak Peak for Kindergarten, Grade 4 Moving Up Ceremony, Talent Show, Winter/Spring Concerts, Halloween Parade, Family Math, Family Puzzle Night, Field Day, Service Learning Projects for Grade 4, Field Trips for every grade

Old Turnpike School Grade 5 through Grade 8



- Built in 1969
- Principal Mitchell
- Currently 224 students
- 2 School Secretaries, 1 Nurse, 1 School Counselor
- 4 Math Teachers, 4 ELA Teachers, 4 Science Teachers, 2 Social Studies Teachers (plus special educators)
- 1 Librarian and 1 Library Clerk (Shared w/ TES), 1 Art teacher, 1 Music Teacher, 1 Spanish Teacher, 1 Technology Teacher, and 1.5 PE/Health Teachers
- **Average Class Size:** General Education- 15 students
- **Teacher to Student Ratio:** 1 to 9
- Premier STEM Program: *Project Lead the Way*
- Instrumental Music: Grades 5-8 Band, Jazz Band, Strings, Chorus
- Hands-on-Science, Problem-based Math, Primary Sources for History, and Focus on Classic Novels
- Fundraisers for DC Trips and Charity Events
- **Yearly Events:** Social Media Night, Winter/Spring Concerts, Grade 8 Musical, Grade 8 Graduation, Grade 8 Trip to DC, Choral Concert for Tewksbury Seniors and Women's Club, Grade 4 >5 Parent Night, Grade 4>5 Student Orientation/Visit, Grade 8 Parent Night for HS Transition, Curriculum and Course Planning Parent Workshop, School Dances, Camp Mason for 7th grade, Field Day, Field Trips for all grades

Multi-Tiered System of Support

Pedagogy: Teachers trained to use strategies within the classroom based on Neurodevelopmental Research; and Differentiated Instruction;; Supplemental Resources

ASAP Program (Basic Skills)

- **TES Reading Specialist:** Basic Skills and English Language Services for ML
- **TES Math Basic Skills**
- **OTS Math and English Language Arts Basic Skills:** by teacher-experts in content area

504 and Special Education: Support for students with disabilities

- **TES Enrichment:** Project Based for identified Grades 2-4 gifted learners, Push-in for all Grades K -1 within class
- **TES Enrichment for All:** TES recess courses open to Grades 1-4 in Music, Art, Technology, and Literacy
- **OTS Enrichment:** Content-based in Math and ELA for identified gifted students grades 5-8
- **OTS Math Cohorting:** A differentiation strategy used in grades 5-7 for gifted math learners
- **Algebra:** for Grade 8 students ready for this High School course



Special Education



- **Supervisor of Special Education:** Ensures services for students' Individualized Education Plans (IEP)
- **Child Study Team Secretary**
- **School Psychologist:** Case Manager
- **School Social Worker:** Case Manager
- **Contracted Services:** Occupational Therapy, Physical Therapy, Learning Disability Teacher Consultant, Board Certified Behavior Analyst
- **Special Educators:** 6 at TES and 5 at OTS
- **Speech Pathologists:** One full-time, One part-time
- **Paraeducators:** 7 at TES and 3 at OTS
- **Inclusion with Co-teaching, Resource Room, and Multiple Disabilities Classrooms (MD):** for students to learn in least restrictive environment
- **Classified Students in our schools:** 50 (10%)
- Shared CST services for Califon School
- **Pre-Kindergarten Program:** students with IEPs, plus open seats for traditional students
- **Summer Extended School Year Program**
- *Active Special Education Parent Advisory Committee*
- Community Based Instruction OTS MD program
- Encourage inclusion in *all* sports, school activities, and clubs for *all* students using adaptive strategies

Character Education

- OTS Advisory Program: Model Program
- Peer Leaders at OTS
- TES House Model: Cross-grade levels Tiger Dens and Cubs Team Building
- TES Student Advisory with Principal
- TES Open Circle: Once a week lesson on character with Classroom Teacher
- Anti-Bullying Workshops for Students and Staff
- Assemblies on Character Education and Anti-bullying
- Week of Respect, Red Ribbon Week, Breakfast for First Responders
- Therapy Dog
- Sensory Tools to support students with Special Needs
- Counselors going into classroom for lessons on social learning and meet with lunch bunch groups for support
- TES became a certified "School of Kindness" 2023



Student Achievement

- Tewksbury students consistently show high achievement levels on the New Jersey Student Learning Assessment (NJSLA) in comparison to the state average and meet growth targets
- Top performance in the Grade 3-8 NJSLA in English, Math, and Science in comparison to other Hunterdon County schools
- On the Grade 9 NJSLA at Voorhees/North Hunterdon, former Tewksbury students scored the highest in math and far exceeded their peers in English Language Arts
- This year we are encouraging an increase in student participation rate on NJLSA and a focus on math achievement among middle school students

Spring 2023 NJSLA Results

English Language Arts	District % ≥ Level 4	NJ % ≥ Level 4
Grade 3	70.4%	41.9%
Grade 4	70.2%	51.3%
Grade 5	87.5%	53.3%
Grade 6	62.7%	49.0%
Grade 7	78.9%	55.7%
Grade 8	85.9%	51.3%

Mathematics	District % ≥ Level 4	NJ % ≥ Level 4
Grade 3	74.1%	45.9%
Grade 4	75.4%	44.4%
Grade 5	66.7%	40.0%
Grade 6	41.2%	34.3%
Grade 7	67.3%	33.8%
Grade 8: Math 8	31.8%	17.8%
Grade 8: Algebra 1	84.4%	35.0%



Extra Curriculars

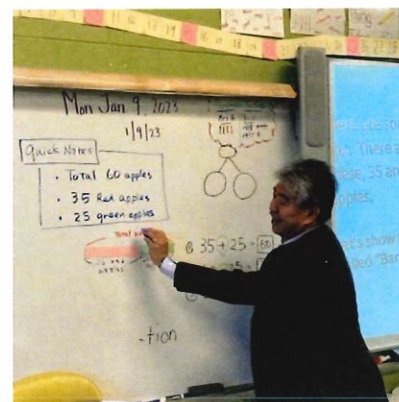


- **Sports Grades 5-8:** Girls Soccer, Boys Soccer, Boys Baseball Grades 6-8, Girls Softball, Girls Basketball, Boys Basketball, Girls Volleyball Grades 7-8(New), Boys Lacrosse, Girls Lacrosse, Cross Country, Track & Field, Cheer Squad
- **Led by our Athletic Director**
- **OTS Clubs:** Video Gaming, Board Games, Arts and Crafts, Newspaper, Jewelry Making, Art, Fishing(New), Battle of the Books, Math League, Grade 4 Safety Patrol, and more
- **TES Clubs:** Crazy 8 Math Club, Yearbook Club, Pack Walks, Photography, Arts & Crafts, Movement Class, Cooking, Tennis, Irish Step Dancing, Chess/Legos, STEM Club, and more
- **OTS Grade 8 Peer leadership**
- **OTS Grade 8 Student Council**
- **Ski Club Grades 5-8**
- **Odyssey of the Mind Grades K-8**
- **Grade 8 Musical**



Professional Learning

- **"Effective Professional Learning is the Vehicle to Improve Teaching and Learning"**
- **5 Full days, 2 Half-days, and After-School Meetings on Tuesdays**
- **Professional Learning Communities (PLC):**
Teacher-led, Implemented in 2019, Monthly team meetings
- **Lesson Study:** Highly effective form of PLC, Internationally recognized, Two teams will present research lessons this year
- **Consultants:** Workshops, Coaching, and Demonstrations Lessons from Local, National, and International Educational Experts and University Professors
- **Out of District Workshops:** MUJC, Universities/Colleges, NJDOE, and Professional Organizations
- **Articulation Meetings:** Team Time, Within Grade and Across the Grades, with the High School, and other Hunterdon schools
- **Visit to other schools:** To observe best practices
- **Math for All Grant:** 2 Years from NSF, Teaching Strategies Based on Neurodevelopmental Research
- **On-going Support for All Staff:** Workshops on Inclusion, Differentiated Instruction Strategies, and Co-teaching





School Communication Tools



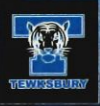
- **New Website:** New template, shows off our school colors and new Tiger logo, calendar/school events/contact information
www.tewksburyschools.org
- **Superintendent Letters:** Once a month to offer important information about our schools, stored in folder on website
- **School Newsletters-** 1-2 monthly newsletters with detailed information from our TES Times and OTS Updates (new appealing format), stored on school websites
- **Virtual Note Cards:** Twice a month from schools as reminders of important upcoming dates
- **Emails, Phone Messages, and Text Alerts:** Information for families via our *Realtime Alert System*
- **Virtual Backpack:** Community Information on our Website
- **Facebook:** Follow us at '[Tewksbury Schools NJ](https://www.facebook.com/TewksburySchoolsNJ)' for multiple posts per week on school happenings (291 Followers)
- **New OTS Sign:** Advertising BOE meetings and school events
- **Tewksbury Times:** Sharing information via our town newspaper



Technology

- 1 Technology Specialist and 1 Technician
- Shared Services with ESC for Technology Oversight
- District operates a one-to-one model with a Chromebook for all students
- All teaching staff have laptops
- Classroom technology tools: Smartboards, Document Cameras, Go Guardian
- Recently updated door access system
- Migrating to new website design by end of January

Partnerships



TEWKSBURY NJ PTA

together we make a difference



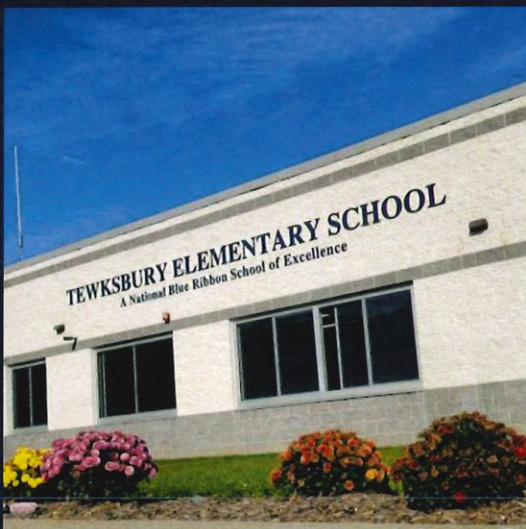
Tewksbury Parent Teacher Association (PTA)- Grants for our schools, After-school Clubs, Trunk or Treat, Parent Nights, Parent-teacher Connections, Support Curriculum Workshops for Parents, Book Fair, Kindergarten Play Date, Grants for teachers, and Teacher Acknowledgement (breakfasts/lunches and updates to our facility rooms), and so much more

Tewksbury Education Foundation (TEF)- is a non-profit fundraising organization raising over \$1.6 million dollars to expand the educational opportunities in our schools. TEF supports our TES STEM Night, Grade level Enrichment grants (Ex/ Grade 8 Broadway Trip and Grade 3 Poet), Grants for teachers, Barn Dance, Fun Run, Grade 8 award, New Families Meet and Greet

Whittemore- Local Tewksbury Nature Preserve offers After-school Clubs (like Photography and Nature Walks with Experts) and wonderful field trips for our students

YMCA- K-8 After-care, Before-care to support students and families for extended school days hours, includes homework help/snacks/socialization

School Finance



- The 2023-2024 school budget is \$17 million dollars
- The revenue sources:
 - 82% from local property taxes
 - 9% from federal and state aid
 - 8% from fund balance and capital reserve
 - 1% from tuition and alternate shared services

Alternate Revenue Sources

Shared Services and School Choice

- Tewksbury Township School District participates in **Shared Services with Califon School** in order to reduce costs. Our CST team oversees the special education services in Califon and we provide speech services to Califon students.
- Tewksbury participates in the New Jersey **School Choice Program**. We have 26 seats for out-of-district wishing to attend our schools and we consistently have a waitlist.

Facilities

- 1 Building/Grounds Coordinator, 1 Assistant, and 7 Custodians
- Tewksbury Elementary School: 73,289 square feet
- Old Turnpike School: 67,385 square feet
- Buildings are in excellent condition due to ongoing maintenance
- NJDOE Grants include HVAC upgrades at Old Turnpike School in next few years with district being reimbursed by the state for 40% of costs
- Recent Facility improvements:
 - Paving of parking lots at both schools
 - New fascia painting at OTS
 - New display sign at OTS
 - Sensory Hallway at TES
 - Blue Ribbon Lettering at both schools
 - Main Office upgrades at TES and BOE Office (flooring, paint)
 - OTS Courtyard upgrades w PTA/Community Member Donation

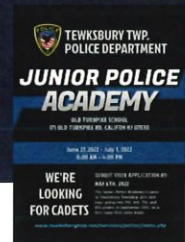


School Budget

- Prepared annually by Superintendent and the Board of Education as a whole, with input from administration
- Board adopts the budget for the following year in April
- Constrained by a 2% cap
- Note: Two school bonds expire in June 2026
 - \$10,133,000 Total
 - Covered TES construction, OTS HVAC, and OTS Roof



School Safety



- Several school safety mechanisms are installed in our facilities: including panic buttons, interlock vestibules, safety film on windows, and school cameras inside /outside the buildings and on school buses
- Monthly practice of our safety drills by staff and students
- Newly formed *School Threat Assessment Team* (with our school safety coordinator, psychologist, social worker, teachers, and Tewksbury Police)
- Memorandum of Agreement with the Tewksbury Police (12 officers) - shared trainings, daily visits to both schools, cameras linked to the police with color painted hallway designations, detailed 3d diagrams of our buildings
- Strong Relationships- Tewksbury Police, EMS, and local Fire Departments
- An updated *School Safety Plan* guides our protocols

Transportation



- Tewksbury Schools offers transportation to and from school for **all** our students, plus out-of-district students
- Travel about 575 miles every school day
- Town is 32 square miles with 54 cul de sacs
- Provide transportation for our many Field Trips and Sporting Events.
- The school district owns our buses: 10 full size buses and 3 small buses.
- We employ 8 bus drivers.
- Our transportation coordinator (Mr. Bob Hoffman): Carefully plans all bus routes, facilitates the safe transport of students, advises the superintendent on poor road conditions due to weather, and drives a bus when a substitute is needed.
- Our school transportation is also a community service:
 - Assisted the police department and the township
 - Provide transportation for the Junior Police Academy and for Senior citizen events
 - Transport the Choir and Jazz Band to the Women's Club luncheon and the Seniors Club luncheon to perform.
 - We have delivered food to the local food pantry.

Food Service



- Maschio's is our Food Service Provider
- We do not participate in the National School Lunch program due to our district makeup and this allows us flexibility with lunch choices
- \$6.25 for a student lunch: includes grains/breads, meat/meat alternative, fruit/juice/vegetable and milk/water. (Students choose at least 3 items.)
- PaySchools account allows parents to replenish their student's lunch account online or by check
- Parents can add restrictions to account: like snack choices, and spending limits
- Food Service Committee: with parents, nurse, students, teachers, BOE members, and administration meets throughout the year
- Recent positive feedback from students and parents on improvements to our school lunch program

Goals from Strategic Planning 2014-2019

- 1) Provide all of our students with instructional experiences that foster individual potential, critical thinking, appropriate social-emotional development, and a love of learning
- 2) Provide access to state-of-the-art technology to enhance learning.
- 3) Develop a community that promotes social, emotional and physical well-being for all students.
- 4) Implement systematic and sustained, state of the art professional development
- 5) Sustain and Grow Funding; Advocate for sensible legislation that supports public education

Major Outcomes:

- Full Day Kindergarten
- Districtwide Social-Emotional Learning Program
- Project Based Learning
- Project Lead the Way
- 1 to 1 Technology Devices for Students
- New Food Service Provider
- Increased PE time at TES
- Non-athletic After-school Clubs
- More professional development time for teachers
- Facilities Improvements- Bathrooms and Landscaping
- Exploration of Shared Services

What do you wish for the current and future students to experience in Tewksbury Schools?

Comments from Grade 8 Tewksbury Students:



- Innovative and Flexible Learning Spaces.
- Improvements to OTS Stage and OTS Gym.
- Add Model U.N. and more STEM Clubs.
- More field trips for younger grades.
- More leadership roles for all grade levels.
- More Career Learning Opportunities.
- Teachers can explain why students are learning topics and how it will be useful in the future.
- More ways to build relationships between younger and older students.
- More ways to help the Tewksbury Community.



Dates to Remember



Next Strategic Planning Meetings

7:00pm at Old Turnpike School

- **March 13 (Wednesday)**
- **April 16 (Tuesday)**

Thank you to Board of Education Members:
President Stein, Vice President Munoz, Ms. Carrino,
Dr. Simon, Mrs. Jardinella, Mrs. Fleming, Mrs.
Niang, Mr. Charniga, and Mrs. Wygera

...and Gwen Thornton for facilitating tonight

APPENDIX B

Meeting 1 Outcomes Strengths & Challenges





Creating a Strategic Plan - Meeting #1 for the Tewksbury Township School District

Mission Statement

The mission of the Tewksbury School District is the continual development of each child's intellectual, artistic, social, and physical abilities in a positive environment, which fosters self-esteem and a love of learning while meeting the district expectation that they will achieve the New Jersey Student Learning Standards at all grade levels. Pupils in the Tewksbury Township Public Schools will be confident, productive members of a changing society.

Session 1

What are the Strengths, Achievements and Challenges of the Tewksbury Township School District?

On February 12, 2024, Tewksbury Township School District administrators, Board of Education members, staff, parents, and community members, fifty-two (52) in all came together to initiate strategic planning. The first evening focused on the strengths and challenges/opportunities of the Tewksbury Township School District. The meeting began with a welcome and introduction by Board President, Andrea Stein. The State of the Community Report was given by Jean Frankel and Andrea Maranca, Councilwomen and Jennifer Shouffler, Superintendent presented the current "State of the Schools" report. Facilitator Gwen Thornton, from New Jersey School Boards Association (NJSBA), was introduced and provided an overview of the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on identifying district strengths and challenges. Participants gathered in randomly assigned groups, six groups in total, and engaged in brainstorming the districts strengths and challenges. After group discussion, each group identified their consensus points, "Top 10" strengths and challenges, and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Group Consensus: Strengths, Achievements & Challenges

Group #1:

Strengths

Small class sizes
Character development
Mentoring program between older and younger kids
Variety of after school programs
Amazing involvement with police department
Current blue ribbon standing
High Academic achievements
Encouraging, supportive environment (teachers and staff)
Student/teacher ration
Own buses and employ drivers directly
Food service

Challenges/Opportunities

Expanding mentoring programs at OTS
Better utilize outdoor spaces for classes-more shade
No track and field track
Lack of lighting outdoor sports
Parent involvement
More student involvement with the community, especially seniors
More history-based field strips
More foreign language exposure
Stronger civics education
Pull back from technology dependency for students

Group #2:

Strengths

Alternative secondary pathways
Communication with schools
After school/Lunch enrichment
Childrens' relationships with broader school community(police, bus drivers

Tewksbury Township / District Strategic Planning Meeting #1 Outcomes

Group #2:

Challenges/Opportunities

Stem Enrichment

Financial Literacy, increased involvement with parents for enrichment

Defining "success" for students beyond state test

Sustainability within the district

Geometry classes (access to advanced classes)

Stage at OTS

Classroom design-modernize classrooms

SEL opportunities (post-covid)

Group #3:

Strengths

Small class size/teacher to student ratio

Dedicated teachers, especially special education teachers' commitment and quality

Diversity of non-athletic clubs

Guidance/school counselor/S and E at TES programs

Packs and Dens

Schoolwide enrichment at TES

Bus drivers

STEM- bridge building

Parent speaker series

Social Media night

Tech free Fridays at OTS encourages social interaction

Challenges/Opportunities

Stop sugar coating behavior issues at TES and formulate/implement a plan for escalation and reporting, etc.

Special education is understaffed and under supported

Treat giftedness as a special need; understand and comply full with state gifted law; identification in Kindergarten

OTS start time- make it later

Reduce reliance on screens

More non-athletic clubs

More OTS recess and/or fresh air time

Science fair, spelling bees, model UN, debate club-engage with other districts

Bring together ASPIRE parents like SEPAC

Tewksbury Township I District Strategic Planning Meeting #1 Outcomes

Group #4:

Strengths

Small class size
Approachable teachers
Willingness to attend to the needs of the students
Academic rigor (algebra)
World language program
Involved administration
Access to digital resources (programs and laptops)
Bussing – our drivers!
Police presence, security
Non-athletic clubs/ eighth grade experience

Challenges/Opportunities

Greater special education program
Increase parent engagement
Add after school program staff (teachers and parents)
Food- price/quality
Discipline (limited)
Stage appearance OTS
Outdoor space and playground
Teacher recruitment/retention
After Care/After School bussing for late/sport bus route
TES/OTS interactions, partnering i.e., fifth grade transition, summer camps

Group #5:

Strengths

Financial independence- in charge of our own destiny
Wait list for receiving out of district students
Capacity for more students
Small class sizes
Supportive community
Small community
Happy Kids
Students are well known to teachers
Sports
Band

Tewksbury Township / District Strategic Planning Meeting #1 Outcomes

Group #5:

Challenges/Opportunities

Lack of science fairs
Lack of G and T, honors
Identify exceptional students
Equal alerts to residents without children in school
Frequency and variety of world languages
Compare scores of students from other sending districts
Field Trips outside the community
Facility management- only at 60% capacity
Social media

Group #6:

Strengths

Teacher retention
Small class size
School is part of a larger community
PTA created activities brings people together especially new families
TEF and other community groups
Community helpers' involvement in our schools
Overall kindness of our kids
Principals are top notch
Sheila Donovan and the other TES support services
Dens@TES foster friendships across grades

Challenges/Opportunities

More trade programs. Not all students need college/academic track. Bring back woodshop, hands on skills-genius hour
Too much testing in younger grades
Embrace the Arts
Too much chrome books-brain break is a video
Media Literacy-be savvy consumers of media
Community with community and taxpayers

Tewksbury Township / District Strategic Planning Meeting #1 Outcomes

Following each group reporting out on their consensus points, among all of the groups there were many **common themes**:

Strengths:

- Small, close supportive community
- Dedicated staff and administration
- Academic rigor
- Access to digital resources/technology
- Students are known, valued, and heard
- PTA, and other community organizations are highly supportive
- Principals are top-notch
- Police presence
- Co-curricular program and athletics
- World language program
- Small Class Size(s)
- Teacher/Student ratio

Challenges/Opportunities:

- Teacher recruitment/retention
- Facilities-outdoor spaces, utilization management and updates/upgrades
- G and T, special education needs
- Expansion of enrichment and co-curricular programs
- Expanding communication and outreach to the community
- Expansion of hands-on and experiential learning
- Space for enrichment programming and activities
- Social media/screen time
- Multiple measures of student success

Tewksbury Township I District Strategic Planning Meeting #1 Outcomes

The second strategic planning session is scheduled for:

Wednesday, March 13, 2024, at 7:00 pm.

Meetings are scheduled for 1.5 hours. Meetings start and end promptly.

During the March 13th meeting we will create a shared vision together for the future of the – Tewksbury Township School District . . . we will talk about our aspirations and expectations for our students and school district.

Please join us. Bring a friend! Everyone is welcome! We look forward to seeing you!

APPENDIX C

Meeting 2 Outcomes

Vision 2029





Tewksbury Township School District

Creating a Five-Year Strategic Plan For Tewksbury Township

Mission Statement

The mission of the Tewksbury School District is the continual development of each child's intellectual, artistic, social, and physical abilities in a positive environment, which fosters self-esteem and a love of learning while meeting the district expectation that they will achieve the New Jersey Student Learning Standards at all grade levels. Pupils in the Tewksbury Township Public Schools will be confident, productive members of a changing society.

Session #2

What is our "Vision"? What expectations and initiatives do we believe in? What challenges do we anticipate?

On Wednesday, March 13, 2024, Tewksbury Township School District Administration, staff, Board of Education members, parents, and community members, twenty-five (25) in total, came together to continue strategic planning. The second evening topic focused on creating a shared vision for the Tewksbury School District. The meeting began with an overview of the first meeting. We then moved forward with a visioning exercise to develop a podcast that highlighted the extraordinary successes that had occurred as a result of the District's strategic plan created through this process that led Tewksbury to being recognized as a lighthouse district for other districts across the state to emulate. We discussed the idea of what would have to happen in the school system to enable the district to garner such accolades. Participants then gathered in randomly assigned groups to develop a podcast title and the initiatives, changes and/or programs that would need to be in place for this to happen.

Small groups of participants brainstormed and shared ideas together. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants. We discussed the common themes from all of the work presented and identified goals areas for our next meeting.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the web to share the group work during the course of the strategic planning process.

Group Consensus
Group Podcast Title and Initiatives

Group - 1 Podcast Title: The Pinnacle of Learning... That Lights a Fire... To infinity and beyond - Where it Begins

Group -1 Initiatives

1. A robust and well thought out gifted and talented programs for grades K-8 that complies with state law and recognizes the difference between gifted education and enrichment. Focuses on math and science too- including honors math like surrounding towns.
2. Classical education philosophy with high standards for all students and attention to life skills, civics, and financial literacy.
3. Prioritization of creatively keeping as much control as possible at the local district level/Established protocols to collaboratively assess state mandates and guidelines.
4. Science fairs, spelling bees, debate teams, model congress/UN, and other interactive and inter-district engagement opportunities, guest speakers and field trips.
5. Less tech, more books! Encourage technology learning but not reliance on it as a replacement for teaching traditional practices.
6. Tewksbury has a reputation now for producing students with stellar critical thinking skills.
7. Recess every day and longer lunch!
8. Curriculum, resources, and facilities do not hinder student development and success.
9. Take advantage of rural culture and natural resources to give students hands-on nature and farming exposure.

Group - 2 Podcast Title: From Apples to Zebras

Group - 2 Initiatives

1. Gifted and Talented dedicated teach at each school with a background in gifted education
2. Dedicated staff for special education
3. Career Fair and Exploration at OTS- exposure to career paths, utilize former students
4. More than one foreign language
5. Dedicated all weather outdoor learning spaces at both schools; i.e., ropes course
6. Improved athletic fields (a track and turf)
7. Foster a culture/space that supports teachers
8. Increased exposure to Science, STEM. History, (field trips)
9. Dedicated theater department and programs
10. Science fairs at both schools

Group - 3 Podcast Title: Connections

Group -3 Initiatives

1. Parent/student activities, more holistic involvement
2. Retain small Call sizes
3. Curriculum including life skills, financial literacy
4. Integrate or cross connections between subjects - i.e., Arts and science-finding the connection, utilizing hands on skills for shop/cooking; Community services- hands on rather than donations
5. Public speaking
6. Build a more inclusive special education program that includes sports and clubs
7. Transitions- PreK-K, 4-5, 8-HS
8. Facilities - Outdoor learning spaces

Group - 4 Podcast Title: The Eye of the Tiger

Group - 4 Initiatives

1. State of the art learning spaces-revitalize, modernize, rethink
2. Move from special education to "Diverse Learners Program"- student led 504 and IEP meetings
3. Expanded education programming that includes, trades, languages, latest technology, AI, and health for life
4. Immersive experiences- travel field trips, AR for each student and trips linked to curriculum
5. We learn from the best- teacher development and professional learning opportunities
6. Capstone Projects- student choice, self-advocacy, another source of data beyond test scores
7. True differentiated classroom by level; organic, fluid differentiation in reading and math

The goal areas identified from our work over the last two meetings for our next meeting are:

- 1. Student Experience**
- 2. Finance and Facilities**
- 3. Climate and Culture**

The third and final strategic planning session is scheduled for:

Tuesday, April 16, 2024

The challenge for the meeting will be to:

- Develop objectives under each of the goal areas based on the common threads from all previous group work.
- Identify strategies needed to reach those objectives.

Each participant will be asked to select a "goal area" of their interest and choice. Participants may want to prepare ideas ahead of time by reviewing all of the outcomes from meetings 1 and 2, prior to the meeting. We look forward to seeing you!

APPENDIX D

Meeting 3 Outcomes

Strategic Planning Goal Setting





Tewksbury School District

Creating a Five-Year Strategic Plan for Tewksbury

Mission Statement

The mission of the Tewksbury School District is the continual development of each child's intellectual, artistic, social, and physical abilities in a positive environment, which fosters self-esteem and a love of learning while meeting the district expectation that they will achieve the New Jersey Student Learning Standards at all grade levels. Pupils in the Tewksbury Township Public Schools will be confident, productive members of a changing society.

Session 3

Developing Strategic Planning Goals for the Tewksbury School District

On April 16, 2024, Tewksbury School District administrators, Board of Education members, staff, parents, and community members, twenty-six (26) in all, came together for the third strategic planning meeting. The meeting began with an overview of the first two meetings.

We reviewed the consensus process utilized in strategic planning. The topic for the third evening focused on developing goal statements and objectives for each of the three goal areas identified at the second meeting. Participants gathered in self-selected groups, three in all, to work on the goal area of their choice.

Each group reviewed the outcomes from meeting one, strengths & challenges, and meeting two, vision and initiatives, to identify strategies, group those strategies, develop objectives, and then develop an overarching goal statement for the goal areas. The three goal areas identified at the conclusion of the second meeting were: The Student Experience, Facilities/Finance, and School Environment.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Development of Goal Statements and Objectives

Three goal areas emerged from the end of the second meeting and are listed below:

- 1. The Student Experience**
- 2. Facilities/Finance**
- 3. School Environment**

Goal 1: The Student Experience

Goal Statement: To develop an environment that promotes creative and independent thinking with a focus on academic excellence and the arts; that is also adaptable to each student.

Objectives:

1. Create an environment of teacher excellence through robust professional development, maintaining small class sizes and encouraging improved reciprocal parent-teacher communication.
2. Improve leadership and consistency within departments to encourage alignment with academic goals and transparency in communication between teachers; attention given to continuity from grade to grade to improve articulation of the curriculum
3. Develop a robust program of experiential learning that exposes students to applied skills and encourages artistic development and civic awareness.
4. Ensuring the child study team is adequately and fully staffed and is supported in providing the best environment possible for this community of learners.
5. To identify and serve both the academic and social emotional needs of gifted students so that they are learning in an environment and at a pace that encourages them, understands their unique neurological profile, and aligns with their cognitive abilities per NJ law.
6. Develop capstone program and incorporate extras (i.e., science fairs) at every level.

Goal 2: Facilities/Finance

Goal Statement: To create a financial framework so that we can create:

Objectives:

1. Outdoor learning spaces
2. Art/Science Classroom
3. Modernize facilities: solar parking -coverage structure
Stage at OTS- structure, audio, and lighting

Goal 3: School Environment

Goal Statement: To create a welcoming and supportive environment to foster in our students a life long love of learning and robust connection to their school and wider community.

Objectives:

1. Expansion of enrichment and co-curricular programs to include science fairs, spelling bees, model UN, debate, and others to provide engagement with other districts.
2. Annual review of expansion for flexible learning environments to include seating, visual aids, and upgrades to educational technology.
3. Prioritize group and interpersonal interaction of students while reducing reliance on screens for school work/projects whenever possible.
4. Create more opportunities for community service projects and family/community involvement.
5. Cultivate an inclusive climate where student differences are celebrated to promote a sense of belonging including kindness initiatives, expansion of world languages, expansion of special education and Aspire, and more exposure to diverse cultures and backgrounds,
6. Increased collaboration within and between the schools. i.e., students move up day for all grades.

Next Steps:

The next step in the process is the development of the action plans. The Superintendent and the Administrative team will develop the action plans for the strategic plan. The timelines will be developed for a 5-year plan.

The action plans will include:

- Major activities for each objective
- Who is responsible for the activity
- The resources to be deployed
- Due dates for completion
- Indicators of Success (how we will know the activity has been accomplished)

Thank you to everyone who has contributed their time, talent, and perspectives during any or all of the Strategic Planning meetings. We appreciate your participation!

The date for the delivery of the final plan to the Board of Education is TBD – to be determined. Please watch the district website for the date. We hope you will attend and be recognized for your participation.

Thank you again for your contributions in developing the plan that will guide the board and district in moving forward over the next 5 years.

APPENDIX E

Action Plans

