3D Strategic Plan

2022 - 2027

Prepared for the

Township of Ocean School District

Oakhurst, New Jersey

Facilitated by NJSBA Field Service Department

Kathy Winecoff
Mary Ann Friedman

Field Service Representatives

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

Strategic Plan

2022–2027

Township of Ocean School District

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Acknowledgements

The Township of Ocean School District's 3D Strategic Planning process, "Determination, Dream, and Destiny by Design, completed during the 2022 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Township of Ocean Board of Education

Jeffrey Weinstein, President

Irene Gilman, Vice President

Shawanda Beale

Alix Hayes

John McCarthy

Amy McGovern

Denise Parlamas

GraceAnne Talarico

Natalie Tortorello

Dr. James Stefankiewicz, Superintendent

Tina Trueba, Business Administrator

New Jersey School Boards Association

Kathy Winecoff, Field Service Representative

Mary Ann Friedman, Field Service Representative

3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

On December 14, 2021, Dr. James Stefankiewicz, Superintendent of Township of Ocean School District contacted New Jersey School Boards Association Field Service Representative Kathy Winecoff to discuss the Strategic Planning services available to the district board of education. Dr. Stefankiewicz then shared this information with the Board of Education. meeting.

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

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

On February 15, 2022, the Board contracted with NJSBA for the 3D (Determination, Dream and Destiny by Design) Strategic Planning Service.

(Appendix A: Strategic Planning Calendar)

B. 3 D Strategic Plan Meetings

On March 7, 2022, April 11, 2022, and May 9, 2022, Kathy Winecoff and Mary Ann Friedman, Field Service Representatives facilitated 3 Strategic Planning meetings. Outcomes of these meetings include:

1. State of the District Report. Strengths and challenges of the Township of Ocean School District
2. The vision 2017-2022 for the Township of Ocean School District
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all 3 of the Strategic Planning Meetings are included in this notebook.

(Appendices B, C, D and E)

C. Developing the Action Plans

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

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

(Appendix F)

D. Presentation of the Strategic Plan

NJSBA Field Service Representative, Mary Ann Friedman, presented the final Strategic Plan to the Board of Education and community on August 16, 2022.

E. Next Steps

The Board of Education will adopt the strategic plan and the administration will implement the action plans for each of the identified goals. The plan should be placed on your website for your staff and community members. A copy of the plan should be on your board table to provide a framework for your decision-making.

Mission Statement

Meeting the needs of all students with a proud tradition of academic excellence.

Strategic Planning Goals

The four goal areas that have emerged from the group work are:

Goal #1: Student Success

Goal Statement: To ensure that all students have an opportunity to succeed.

Goal #2: Community Outreach & Engagement

Goal Statement: Maximize existing areas of engagement in order to develop, expand, and nurture opportunities of engagement within our community.

Goal #3: Facilities & Finance

Goal Statement: To enhance student experience at school through fiscally responsible budgeting decisions and maximizing the use of existing facilities and infrastructure.

Goal #4: School Culture & Climate

Goal Statement: To create a positive, open, safe, connected environment that promotes life-long learning through universal acceptance.

GOAL AREA # 1

Student Success

Goal Statement:

To ensure that all students have an opportunity to succeed.

Objectives:

1. Create student-centered learning environments where all students are supported.
2. Build supportive relationships with all parents / guardians through enhanced communication and involvement.
3. Evaluate and enhance current program offerings to ensure that all students have opportunities for success.
4. Continue to work toward a 'whole-child' approach through SEL (Social-Emotional Learning).

GOAL AREA # 2

Community Outreach & Engagement

Goal Statement:

Maximize existing areas of engagement in order to develop, expand, and nurture opportunities of engagement within our community.

Objectives:

1. Parent Mentorship program
2. Senior survey (seniors in HS)
3. Town database
4. Partnerships with existing resources
5. Cohesiveness amongst all the schools – working toward the same goals

GOAL AREA # 3

Facilities & Finance

Goal Statement:

To enhance student experience at school through fiscally responsible budgeting decisions and maximizing the use of existing facilities and infrastructure.

Objectives:

1. To ensure a safe learning environment for all students by increasing the presence of security personnel.
2. To ensure same through use of innovative security technologies.
3. To shift grant-funded positions (e.g., interventionists / coaches) into the main district budget to reflect their central role in our district's instructional vision.
4. To ensure our facilities can accommodate expanding preschool population in district.
5. To expand Spartan Schools down to TOIS (Twp of Ocean Intermediate School) / Elementaries and broaden their options at OTHS (Ocean Twp High School).

GOAL AREA # 4

School Culture & Climate

Goal Statement:

To create a positive, open, safe, connected environment that promotes life-long learning through universal acceptance.

Objectives:

1. Foster a safe environment and acceptance for all!
2. Create more opportunities for staff, students, and parents to become more culturally aware.
3. Promote student and staff highlights via social media.
4. Develop cultural events and programs to enhance and promote inclusion and acceptance.

Appendix "A"

Strategic Planning Calendar

Appendix "B"

State of the District Report

Strategic Planning
State of the District
2021-2022

Township of Ocean
School District
March 7, 2022

1

Welcome to the Township of Ocean School District

Much has transpired in the past five years

Accomplished much during that time

Navigated a Pandemic which created the most challenging time perhaps ever seen in education

2

Current Plan in Review

61 Action Plan Items

- 87% Consistent/Significant Progress or Completed
- 13% Little or No Progress

What We Have Accomplished

OTHS Spartan Schools

TOIS Schedule

Expanded Summer Programs Universal Pre-K

Interventionists/Coaches

PD/Cultural Responsiveness & Equity All

5 Schools designated as Future Ready

What We Have Accomplished

Increased SEL and Equity Initiatives

School Climate Transformation Project

Student Assistance Counselors

Class III Officers

Educators of the Year Program

Seal of Bi-literacy Program

$7 Million in Discretionary Grants

Communication Officer

5

Which Action Items Saw Little Progress/Challenges That We Faced

Pandemic

Millions in Lost State Aid

Community Partners/Mentorships

Parent Learning Academy

School Start Time Committee

6

Districts Strengths

Passionate & Diverse Student Body

Highly Qualified & Dedicated Staff

Supportive Board of Education

Supportive Parents & Community

Strong Commitment to Professional Development

Quality Facilities

Sound Finances

7

Challenges

Continued Health-Related Issues

Rising Costs/Decreasing State Aid

Continuing to Keep Up with Aging Facilities

State and Federal Mandates

Changing Population – Increases in SPED, ED and ELL Students

Decreasing Enrollment

8

Key Takeaways

Despite the significant challenges of the past 2 years, our District is stronger than ever.

We are resilient and adaptable.

We are Spartans!

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Thank you for being here; we appreciate your participation.

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Appendix "C"

Strengths, Achievements and Challenges

New Jersey School Boards Association

413 West State Street • P.O. Box 909 • Trenton, NJ 08605-0909 • Telephone: 609.695.7600 • Toll-Free: 888.88NJSBA • Fax: 609.695.0413

Creating a Strategic Plan for the Township of Ocean School District

Mission Statement

Meeting the needs of all students with a proud tradition of academic excellence.

Session 1

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

On March 7. 2022, Township of Ocean Public School District administrators, Board of Education members, staff, parents, and community members, forty-five (45) in all, came together to initiate strategic planning. The topic for the first evening focused on the strengths, achievements, and challenges of the Township of Ocean School District. The meeting began with a welcome and introduction by Mr. Jeffrey Weinstein, Board President and Dr. James Stefankiewicz, Superintendent. Facilitator Kathy Winecoff from New Jersey School Boards Association (NJSBA) was introduced and provided an introduction to the strategic planning process. Dr. James Stefankiewicz, Superintendent, presented and update on the 2016-2021 Strategic Plan.

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 (6) 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 larger group then identified "Common Themes" that had occurred throughout the smaller groups.

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

Light Green Dot Team:

Strengths	Challenges
Wide range of classes and programs through all schools	Explanation of why/why not chosen for programs
Accelerating Spartans (Catch Up Programs)	Communication about data
Data-driven	What about the "average kids"?
Technology fluency	Acronyms in communication
RTI – Response to Intervention process	Outdated curriculum – family tree project
Social-Emotional – great start	Uninformed parents – involving parents in educational decision-making
Highly qualified & caring staff	Diversity of staff
	Social-Emotional – much more to do

Yellow Dot Team:

Strengths	Challenges
Open to change	Special Education – the numbers & In Class Resources in every school
Supportive staff	Expansion of Preschool – disappearance of Little Red Preschool
Deeply Rooted Club / inclusive opportunities	Cultural celebration
Guidance for vocational careers	Decrease in World Language programs; increase the number of diverse languages
Coaches / Interventionists	Spartan Schools – science? psychology? mindfulness?
After School Programs	SAC's – support – spread too thin
Tech access - Chromebooks	Professional development - to support staff / build rapport / morale - SEL for staff who wants certification or trainings
	Community involvement especially at the high school
	Zoom / parent opportunities to be included
	Parent professional development/ involvement/trainings

Light Blue Dot Team:

Strengths	Challenges
Diversity of students	Outreach for non-English speaking families
Student ownership and choice	Developing partnerships with families in the community
Extracurriculars	Meeting social-emotional gaps
Access to technology	Increase inclusion opportunities and awareness of diverse learners and special education students
Relationships with Universities (high school)	Challenges associated with increasing class size
Amazing teachers	Digital Citizenship

Dark Blue Dot Team:

Strengths	Challenges
Our diversity provides various opportunities for learning	Staffing for extracurriculars
After school programs (Accelerated Spartans / academic enrichment)	Support for bi-lingual students (expand in and after school; school support)
Our Staff: creative, dedicated, caring, bright and supportive	District-wide communication (ease of accessibility, streamline, more user-friendly district website)
The Spartan Schools	Expand World Language opportunities (elementary)
Collaborative opportunities for general and special education (Best Buddies)	Diversity of staff
	Facilities to accommodate growing preschool population

Orange Dot Team:

Strengths	Challenges
Extracurricular activities	Plan for universal PreK to accommodate all students in district; space
Community	High School start time
Future Ready (technology)	Class III officer in every building
Communication	Test scores
District stance on tolerance. Respect, anti-bullying	Staff morale
Diversity	Recuperating learning loss; social skills
Academic activities	Transparency around curriculum – what's being taught
Supportive, involved PTA	Tracking graduates
	Identifying cause pf enrollment decline
	Ensuring we are reaching every student

Fuchsia Dot Team:

Strengths	Challenges
Communication	State & Federal mandates
Student commitment	Decreased state aid
Highly qualified & dedicated staff	Rising costs
Supportive parents & community	Decline in enrollment
Commitment to professional development	Cultural responsiveness & equity
Supportive Board of Education	OTHS semester scheduling
Diverse population	AP test scores
Adaptable	OTHS bathroom monitoring
Spartan Schools	Health related issues
Resilient	Facility updates

Following each group reporting out on their consensus points, the large group identified the following **common themes**:

Strengths

- The Spartans Programs
- Diversity
- Technology
- Extra programs
- Supportive staff
- Communication

Challenges

- Outreach to parents
- Communication
- Social-Emotional challenges
- Diversity of staff
- World Language Program
- Support for bilingual students & families
- Preschool expansion
- Funding

The second strategic planning session is scheduled for:

Monday, April 11, 2022 at 6:00 p.m.

Sign-in begins at 5:45 p.m.

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

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

Please RSVP by calling *the Superintendent's Office.*

Appendix "D"

Vision 2022

New Jersey School Boards Association

413 West State Street • P.O. Box 909 • Trenton, NJ 08605-0909 • Telephone: 609.695.7600 • Toll-Free: 888.88NJSBA • Fax: 609.695.0413

Creating a Five-Year Strategic Plan For the Township of Ocean School District

Mission Statement

Meeting the needs of all students with a proud tradition of academic excellence.

Session 2

Developing a Vision for the Township of Ocean School District

On April 11, 2022, Township of Ocean School District administrators, Board of Education members, staff, parents, and community members, thirty-three (33) participants in all, came together for Meeting #2 of the strategic planning process. The topic for the second evening focused on the developing a vision for the Township of Ocean School District. The meeting began with a welcome and introduction by Superintendent Dr. James Stefankiewicz. Kathy Winecoff, Field Service Representative for New Jersey School Boards Association reviewed the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on creating a shared vision for the Township of Ocean School District. Participants were asked to picture themselves, having been away from the district for 5 years, returning to Township of Ocean and seeing their school on the cover of TIME magazine. The article is about Schools that Succeed. In addition to the current programs already in place in Township of Ocean Schools, what programs/services/curriculum/student outcomes/best practices/facilities would you expect to see in your school that is succeeding? Participants were encouraged to think “big picture.”

Participants gathered in randomly assigned groups, five (5) groups in total, to develop a shared vision and initiatives. The small groups reviewed the outcomes from Meeting #1, strengths, and challenges, and then began brainstorming on their vision for the district. After group discussion, each group identified their consensus points 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: Vision & Initiatives

Bright Green Dot Group -

Article Name: "An Ocean of Possibilities"

Vision:

- A love of learning that promotes lifelong learning
- Curricular offerings that balance career and college and feature a return of trades
- State of the Art Security with card readers
- Diverse literature – resources
- Students grouped by academic curiosity rather than ability

Initiatives

- Activity period built into lunch (unit lunch)
- Improving communication with parents and community
- Greater support for ELLS and their families
- More community involvement – field trips, internships, etc.
- Celebrations of diversity and culture
- Improve RTI (Response to Intervention) / I&RS process
- Improve Basic Skills so students don't get pulled out and Resource R / In Class Support (ISS) Classes

Dark Blue Dot Group –

Article Name: "Ocean Township Comes Full Circle"

Vision:

- Social Justice and inclusion woven through lessons
- Data driven small group instruction
- Marketing PreK and Spartan Schools to Monmouth County and Beyond
- TOIS (Township of Ocean Intermediate School) Performing Arts Center

Initiatives

- Strong PD for staff on social justice
- Demo lessons in classrooms
- Targeted resources and structured co-planning time alongside library of sample lessons
- Supervisor of Spartan Schools and Recruitment & Outreach

Orange Dot Group -

Article Name: "Building Success from Ground Up"

Vision:

Initiatives:

- Fundamentals of SEL (Social-Emotional Learning)
- Community commitment to continue the Spartan Legacy (Data base / Volunteer)
- Environmentally conscious facilities and curriculum
- Fostering Vocational track too
- Extreme support for teachers
- After-School enrichment
- Very safe / healthy (appropriate discipline)
- Encourages critical thinking / problem solving
- Embracing diversity / intercultural respect

Fuchsia Dot Group -

Article Name: "Ocean Schools: Connecting Our Students with Their Futures"

Vision:

Initiatives:

- Student mentorship programs and parent networking opportunities
- Partnerships with the community
    - Internships and community service events
- Student engagement beyond classroom
    - An extracurricular for every student
- Emphasis on Team building in all schools
    - First week in all buildings
- Strong Academies for ALL
    - Wide array of AP's, dual enrollment courses, Spartan Schools, AND electives

Dark Green Dot Group -

Article Name: "XTRA EXTRA Read All About It"

Vision:

Initiatives:

- Dynamic Setting for Early Learners
  - ECLC → An Early Childhood Learning Center
- Multi-Age mentoring programs
  - HS → Tots & Elementary
  - Tots → Elementary
- Spartan School Flourishes
  - Partners with local leaders:
    - Businesses
    - Theatres
    - Universities
- Alumni Events
  - Academic
  - Athletic
  - Motivational messages
- Multiple Multicultural Events
  - Festivities
  - Costumes
  - Traditions
  - Events
  - Assemblies

Common Themes:

- SEL
- Community and Alumni involvement
- Safety
- Embracing our diversity
- More connections PreK through HS / Mentoring
- Vocational learning opportunities
- Show ourselves off for what we do / Pride
- Expand our course offerings to Spartan Schools
- Sustainability

Goal Areas:

1. **Student Success**
2. **Community Outreach & Engagement**
3. **Facilities & Finance**
4. **School Climate & Culture**

The third strategic planning session is scheduled for:

Monday, May 9, 2022
Township of Ocean High School Cafeteria
The meeting is scheduled to begin promptly at 7:00 pm
(6:45 pm Sign-In)

During the May 9th meeting, we will review the outcomes from Meetings 1 & 2 (strengths & challenges, vision & initiatives) and develop the strategies for the strategic planning goals for the Township of Ocean School District.

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

Please RSVP by calling *the Superintendent's Office*

Appendix "E"

Developing Strategic Planning Goals & Objectives

New Jersey School Boards Association

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Creating a Five-Year Strategic Plan for the Township of Ocean School District

Mission Statement

Meeting the needs of all students with a proud tradition of academic excellence.

Meeting# 3
Developing Strategic Planning Goals & Objectives

On May 9, 2022, Township of Ocean School District administrators, Board of Education members, staff, parents, and community members, twenty-three (23) in all, came together for the district's strategic planning initiative. The meeting began with a welcome and introduction by Board President Jeffrey Weinstein. Mary Ann Friedman, Field Service Representative for New Jersey School Boards Association reviewed the strategic planning process.

We began the evening with a review of the strategic planning process and consensus building. Copies of the outcomes from Meetings 1 & 2, along with goal areas were provided for each participant.

The activity for the May 9th meeting was to develop goal statements and objectives for each of the four goal areas identified at the second meeting.

Participants selected the Goal Area in which they wished to participate, four groups in all. The small groups reviewed the outcomes from Meeting #1, strengths and challenges, and Meeting #2, vision and initiatives and then began brainstorming on strategies, objectives and ultimately the formulation of goal statements. After group discussion, each group identified their consensus points 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: Goals, Objectives, and Strategies

Goal #1: Student Success

Goal Statement: To ensure that all students have an opportunity to succeed.

Objectives:

1. Create student-centered learning environments where all students are supported.
2. Build supportive relationships with all parents / guardians through enhanced communication and involvement.
3. Evaluate and enhance current program offerings to ensure that all students have opportunities for success.
4. Continue to work toward a 'whole-child' approach through SEL (Social-Emotional Learning).

Goal #2: Community Outreach & Engagement

Goal Statement: Maximize existing areas of engagement in order to develop, expand, and nurture opportunities of engagement within our community.

Objectives:

1. Parent Mentorship program
2. Senior survey (seniors in HS)
3. Town database
4. Partnerships with existing resources
5. Cohesiveness amongst all the schools – working toward the same goals

Goal #3: Facilities & Finance

Goal Statement: To enhance student experience at school through fiscally responsible budgeting decisions and maximizing the use of existing facilities and infrastructure.

Objectives:

1. To ensure a safe learning environment for all students by increasing the presence of security personnel.
2. To ensure same through use of innovative security technologies.
3. To shift grant-funded positions (e.g. interventionists / coaches) into the main district budget to reflect their central role in our district's instructional vision.
4. To ensure our facilities can accommodate expanding preschool population in district.
5. To expand Spartan Schools down to TOIS (Twp of Ocean Intermediate School) / Elementaries and broaden their options at OTHS (Ocean Twp High School)

Goal #4: School Culture & Climate

Goal Statement: To create a positive, open, safe, connected environment that promotes life-long learning through universal acceptance.

Objectives:

1. Foster a safe environment and acceptance for all!
2. Create more opportunities for staff, students, and parents to become more culturally aware.
3. Promote student and staff highlights via social media.
4. Develop cultural events and programs to enhance and promote inclusion and acceptance.

Next Steps

The Superintendent / Administrative Team will develop action plans to implement the vision and goals developed in the 3D Strategic Plan. The action plans will 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

All participants will be invited to attend the board meeting, date to be determined, when the final strategic plan will be presented to the Board of Education on August 16, 2022 by Mary Ann Friedman, NJSBA, Field Service Representative.

Thank you to all the participants who gave of their time, energy, and talents to contribute to the strategic plan for the Township of Ocean School District! It has been a pleasure to work with you.

Appendix "F"

Action Plans