



West Milford Township Public School District Is Creating a New Five-Year Strategic Plan

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

Session 1: What Are the Strengths, Achievements, and Challenges of the West Milford Township Public School District?

On **September 30, 2021**, parents, community leaders, school district administration & staff, and Board of Education members came together to initiate strategic planning. The first evening's topic was focused on the current strengths and achievements and challenges and opportunities facing, the West Milford Township School District.

We began the process with an overview of the district and the former Strategic Plan as presented by Dr. Anemone, Superintendent of Schools. The reasoning for and the methodology of creating a new Strategic Plan for the West Milford Township Public Schools were presented to the participants by facilitators Kathleen Helewa and Matt Lee of the New Jersey School Boards Association. We then gathered in five assigned groups to identify the strengths and points of pride in our district, and to brainstorm what opportunities and challenges the school district faces in the future. After group discussion, each group identified their "top 10" (or thereabouts) list of strengths and challenges for the district. Underlying all of our work is the District's Mission Statement, which was distributed to all participants, and underscored by Ms. Helewa in her remarks to the large group.

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

Group 1

Strengths/Accomplishments

- Extracurricular Programs
(both school & town activities)
- Highlander Academy



New Jersey School Boards Association

Celebrating 100 years of service

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

- Class sizes
- Full days during pandemic
- Academics
- Facilities (Energy savings)
- Technology

Challenges/Opportunities

- Out-of-district options/recruiting
- \$ Finances
- Pandemic
- Mental Health & Social-Emotional Health
- Transition from pandemic
- Vaccine mandates

Group 2

Strengths/Accomplishments

- Dedicated staff
- Strong Arts/Vocational
- Special Education
- AP coursework
- Parental input (also a challenge)
- Strong PTA/CPAL

Challenges/Opportunities

- Doing more with less (↑ Enrollment, ↓ Funding)
- Grounds upkeep
- Continuing pandemic
- Redistrict/Close schools? (Opportunities)
- Trades mentoring

Group 3

Strengths/Accomplishments

- Teacher commitment
- Community Pride/Family
- Kids – connected & outgoing
- Awareness/Worldliness
- Academic Programs



New Jersey School Boards Association

Celebrating 100 years of service

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

- Comprehensive
- Connected to fun (clubs)
- Extracurriculars
 - Diverse (art/drama/music)
 - Not just sports
- Desire to learn & educate
- Ability to adapt (tech)
- Willingness to grow
 - New Programs
- Special Ed Programs

Challenges/Opportunities

- Declining enrollment trend
- Time for Collaboration/Articulation
- Budget
 - Staffing
- Geographic Enormity
- Socioeconomic Diversity
- PCTI “drain” & private schools
- Manage tech in 1:1 environment
- Manage change
- Outdated Facilities/Infrastructure
- Image/WM “stigma”

Group 4

Strengths/Accomplishments

- Character Education
- Goal Oriented
- Great Communication Admin with PTA/PTOs. Good teamwork
- Professional Development Opportunities
- Giving back to the community
- Progressing and changing for good
- Great teachers
- Collaboration between schools to have continuity in grades
- Resiliency
- Extracurricular sports teams – something for everyone!!



New Jersey School Boards Association

Celebrating 100 years of service

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

Challenges/Opportunities

- Declining state aid
- Enrollment
- Covid
- Transportation over 80 miles
- Scores in Achievement
- Pervasive Negativity
- Community Divide
- Needy children with lots of baggage
- Mental Health of ALL
- Battle against social media

Group 5

Strengths/Accomplishments

- Variety of art, athletics, music, etc.
- Academics
- Social Media
- Special Education – differentiated instruction
- Teacher’s Training
- Dedicated staff at all levels!
- PTA’s and PTO’s
- Continued integration of technology
- Tech Education
- National School of Character
- Teacher-Student Ratio
- Strong Leadership – Visibly Present
- Traditions: Band, Plays
- Cooperation/Coordination among schools
- COVID Response – Teamwork
 - Administration very prepared

Challenges/Opportunities

- State Aid
- Competing with Tech Schools/Private
- Promoting Our Strengths
- Keeping families “in the know”
- Socialization outside of school
- More emphasis on character education, measuring success
- Communication



New Jersey School Boards Association

Celebrating 100 years of service

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

After sharing our small group results with all the evening's participants, all were thanked for their wide-ranging contributions and collaborative work.

Our next meeting is set for **Wednesday, October 27, at 7:00 p.m. at the Macopin School Cafeteria.** Check in will begin at **6:30 p.m.** We will engage in a **Visioning Activity** to help refine our collective vision for the West Milford Township Public School District, which promises to be a truly *fun* exercise! We strongly encourage all to **bring a friend** to our next meeting. New participants from all facets of the community are welcome at any of the three Strategic Planning meetings.

The West Milford Township Public School District Board of Education and Administration greatly appreciate your highly interactive participation in helping to help create a roadmap for our wonderful district for the next five years.

We look forward to seeing you for our remaining Strategic Planning meetings, October 27 and December 1, at 7pm in the Macopin School Cafeteria. Bring a friend!





New Jersey School Boards Association



Goal Setting

**A Systemic,
Data-Informed Model for
Creating Annual District
and Board Goals**

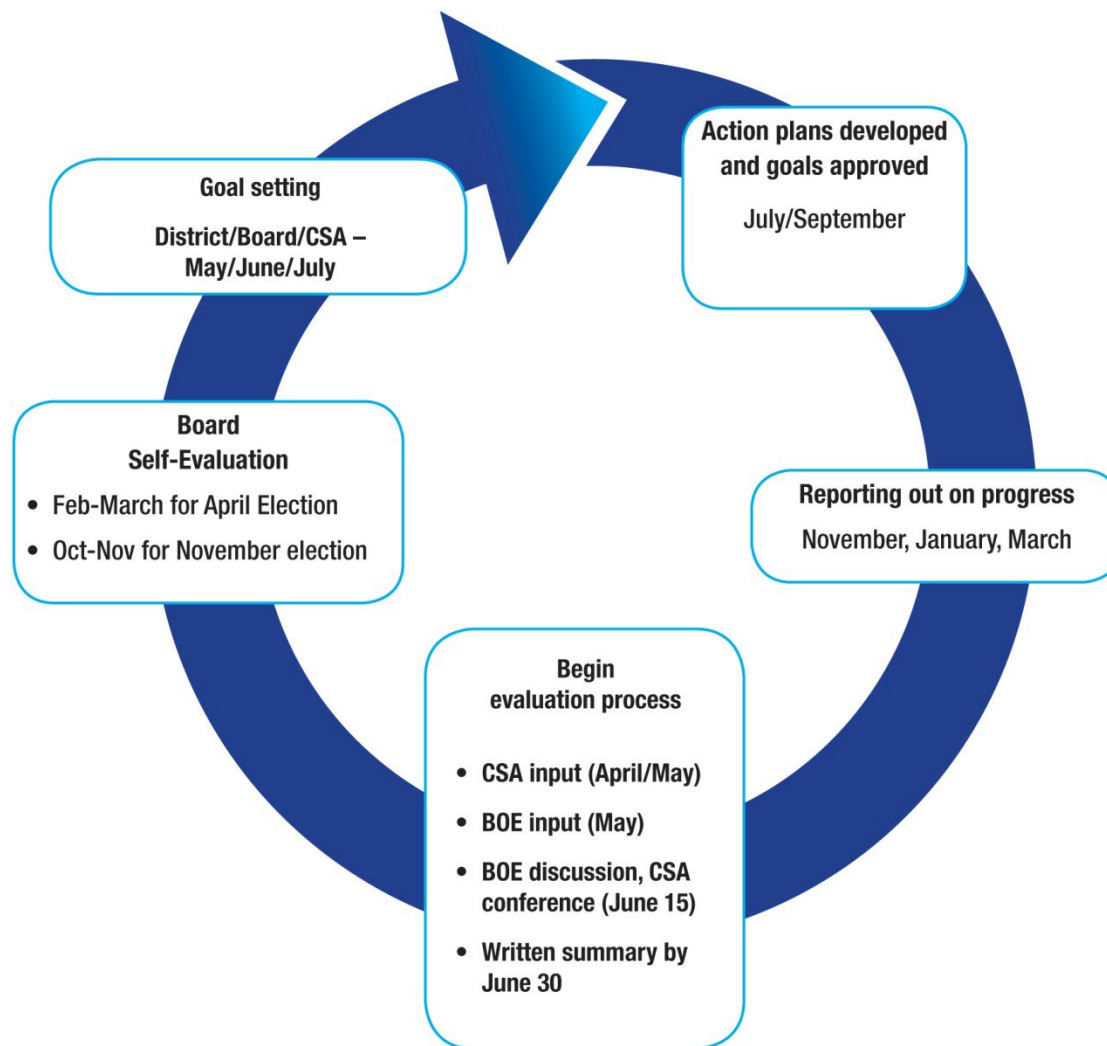
West Milford Board of Education

October 28, 2020

Presented by Kathleen Helewa, Field Service Representative



Board Governance Cycle





Goal Development



Everyone “owns” the District Goals the CSA is responsible for their completion, the Board supplies the resources necessary for their attainment.

Board Goals are set to improve process/tasks “owned” by the Board, and are evaluated in conjunction with the board self-evaluation.

CSA Personal Goals are derived from the annual leadership skills evaluation.

Merit Goals are optional and contained in the CSA’s contract.



District Goal Development

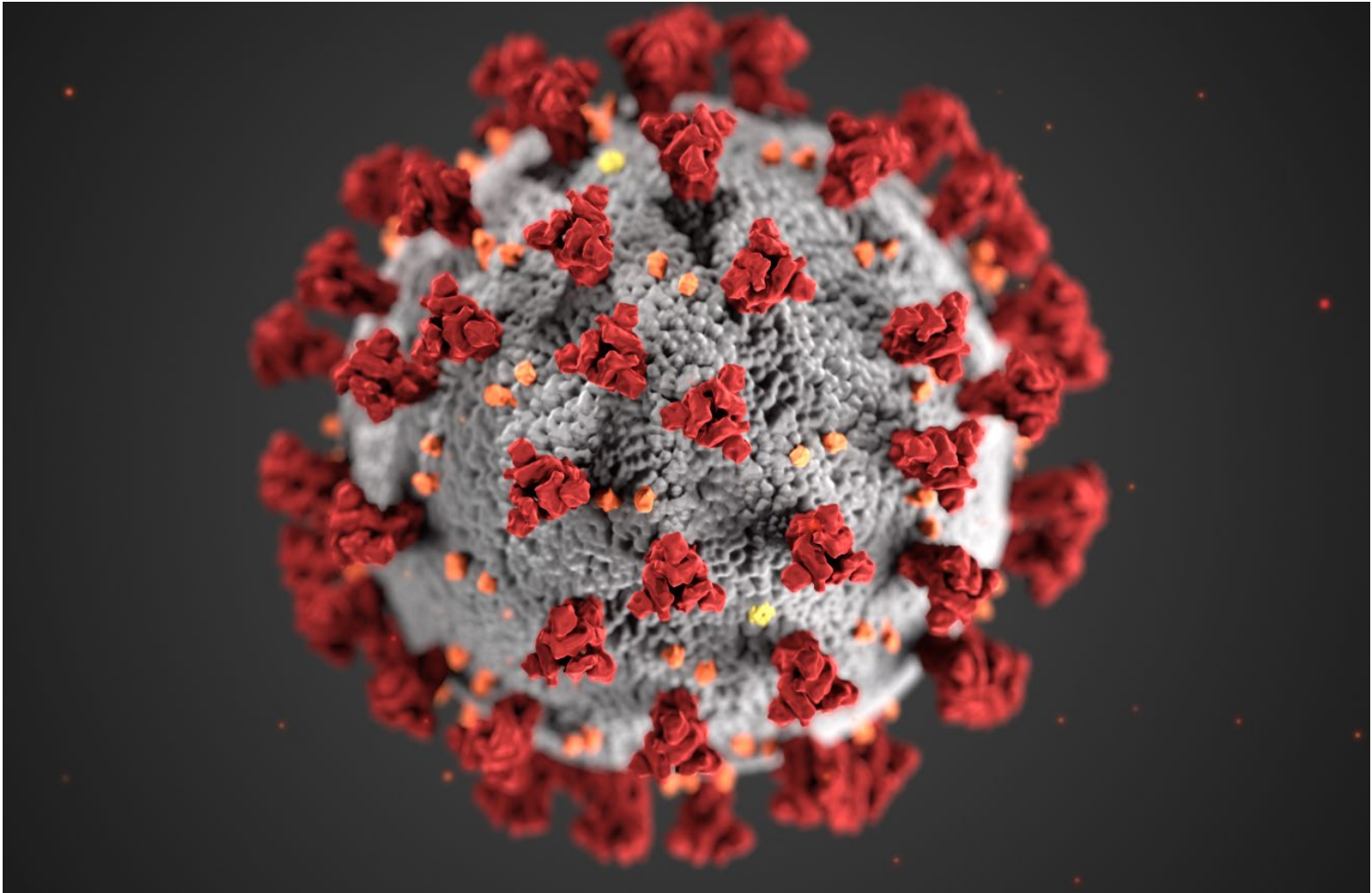
Consider...

- Vision for the District
- District mission statement
- Strategic plan
- Data
- Previous goals:
 - achieved and in progress





...and for SY 2020-21...





Vision & Mission Statements

Vision Statement

The West Milford Township School District seeks to promote excellence and pride in academics, citizenship, and community relationships.

Mission Statement

The West Milford Township School District recognizes that each student is an individual, with unique educational needs.

The District is committed to challenging and helping each student maximize his or her personal potential to promote academic excellence, good character, and physical fitness in a safe, supportive learning environment, and a positive school climate based upon mutual respect and responsibility.

The District further recognizes the need to support and develop a professional, dedicated, accountable staff that will partner with parents to foster the emotional, social, and physical maturity of each student, and to encourage a lifelong love of learning and discovery.



West Milford 2014 Strategic Plan Goals

Goal Area 1: Student Achievement

Increase student abilities to adapt to the challenges of the 21st century careers.

Goal Area 2: Community Engagement

Develop and sustain an ongoing partnership between schools and community groups.

Goal Area 3: Resources

Goal Statement: Maximize the effective utilization of identified and available resources to achieve the district goals.

Goal Area 4: Culture and Climate

Goal Statement: Foster culture & climate that will help a student to determine what he or she has to offer.



District Goals 2019-20

- 1. Increase academic performance, challenge, and rigor for all learners through targeted intervention, carefully selected learning goals and course placements, enhanced collaborative teaching dynamics, and a differentiated classroom experience.**
- 2. Increase student mathematics achievement at every level through enhanced teacher pedagogy, thoughtful implementation of 21st-century learning tools, specific data analysis, and a careful program review and replacement strategy.**
- 3. Continue to improve and increase student writing across the curriculum through elevated expectations, teacher and administrative training, and student supports.**
- 4. Explore all opportunities for District-wide cost efficiencies in order to maximize funding for District programs.**



District Goals 2020-21



Next Steps

District Goals

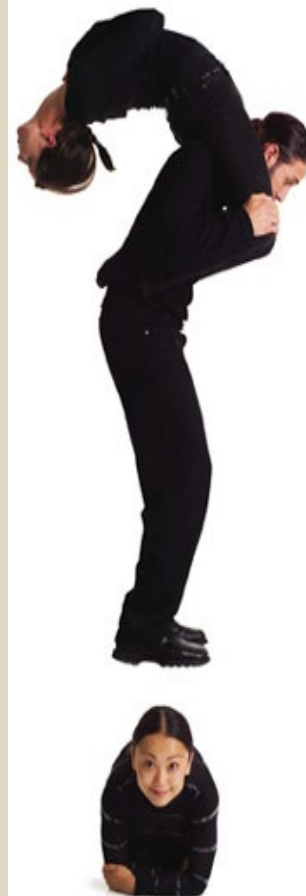
- Board adopts annual district goals
- Superintendent develops action plans
- Board reviews Superintendent's action plans
- Board & Superintendent establish dates for frequent progress reports on goals





Essential Questions: Board Goals

- What professional development would assist the Board in improving our governance skills?
- What professional development is needed by the Board in support of district goals?
- What professional development needs does or would a Board Self-Evaluation indicate?





Options for Renewing the Strategic Plan



- **NJSBA Traditional Model**
- **NJSBA 3D Model**
“Dream, Determination, and Destiny by Design”



Board Goals 2019--20

- 1. Complete Board Self-Evaluation by July 10, 2019.**
- 2. Schedule regular presentations at Board of Education meetings that showcase student achievement.**
- 3. Increase professional development for Board members, and explore Board Certification.**
- 4. Increase partnerships and engage in advocacy at the State level to restore District funding.**



Board Goals 2020-21



Next Steps

Board Goals

- Board develops professional improvement plan (action plan for goals)
- Board implements professional improvement plan (action plan for goals)
- Board & Superintendent establish dates for frequent progress reports on goals





Final Steps - Action Plans

District /Board Goal: _____

Major Activities	Staff (District Goals Only)	Resources	Timeline	Indicators of Success
1.				
2.				
3.				
4.				

**Your shared expectations should
reflect your common vision for the
district....**



**The ability to see and create the
future education you want for your
children.**





If everyone is moving forward together,
then success takes care of itself.
~ Henry Ford

Thank you for your commitment
to working together to move your district forward
to positively impact student achievement.

