

Five-Year Strategic Plan Mid-Point Analysis

The items noted in the plan, hereunder, are coded on a level of completion.

Completed or Significant Process Towards Completion
Consistent Progress Towards Completion
Little or No Progress

TOWNSHIP OF OCEAN BOARD OF EDUCATION

STRATEGIC PLAN GOALS ACTION PLAN

Strategic Planning Goal 1 (Student Success): Provide all students with equitable opportunities and access to pursue and enhance their strengths and interests while acquiring the necessary skills for success beyond graduation.

- Objectives:**
1. Offer improved, practical, meaningful professional development which includes teacher coaching and peer teaching.
 2. Expand course offerings and curriculum based on student needs and choice which will enable our students to be Future Ready.
 3. Provide all students access / exposure to purposeful use of technology and interactive, hands on learning experiences rich in, among other things, computer science.
 4. For all teachers to gain a better understanding of the whole student and all students including diagnostic understanding of student limitations, student interests, parent input and cultural awareness.
 5. Provide improved methods of instruction including redesigned learning spaces, project-based learning, student centered lessons, student choice and character education.
 6. All students will be performing at grade level in reading and mathematics by the end of third grade.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
Expand CTE offerings at OTHS including offerings in Technology, Engineering, and Visual & Performing Arts.	OTHS Principal Supervisors CTE Coordinator Lead Teachers	CTE Grant Department of Labor Grant	Obtaining NJDOE Approvals	School of Technology – September 2019, School of VPA – September 2021	Established and Approved CTE Programs or Programs of Study
Expand TOIS elective offerings with a STEAM focus.	Assistant Superintendent for T & L, TOIS Admin, Supervisors	District Budget, Staff Training – Project Lead the Way	Budget Identifying Personnel	September 2017 & beyond	Established Electives
Implement a new schedule at TOIS in order to maximize student-centered, project-based learning opportunities.	Assistant Superintendent of T & L, TOIS Admin, Schedule Comm	Committee Meeting Time, Visits to Other School Districts	Scheduling Conflicts	September 2018	New Schedule in Place

Maximize technology integration into classroom practices, maximizing the use of Chromebooks and other devices.	Assistant Superintendent for T & L, Principals, Supervisors, Ed Tech Specialists, Media	Instructional Technology, Chromebooks, Staff Professional Development, District Budget	Outdated Technology, Lack of Professional Development, Lack of Budget	September 2017-Ongoing	Documented through written curriculum and written lesson plans. Documented through formal written evaluations. SGOs Informal Observation
Evaluate the effectiveness of the Wonders Reading Program.	Assistant Superintendents, Principals, Elementary Supervisors, Reading Specialists	Wonders Resources, District Budget, RTI Practices & PD	Ongoing Professional Development, Consistency of Implementation Across the District	September 2017-Ongoing	Student Reading Levels, SGP Scores Student Performance on Local and State Assessments
Evaluate the effectiveness of the Envision Math Program.	Assistant Superintendents, Principals, Elementary Supervisors	Envision Resources, District Budget, RTI Practices & PD	Ongoing Professional Development, Consistency of Implementation	September 2017 – Ongoing	Student Math Performance Levels, SGP Scores, Student Performance on Local and State Assessments
Implement strategies to decrease chronic absenteeism such as direct home intervention by the district attendance officer.	Superintendent, Principals, Attendance Officer	Chronic Absenteeism Plan, Attendance Records	Transient Populations	September 2017 – Ongoing	Decreased Absenteeism Rates
Expand summer bridge programs for students who would benefit from an extended year of learning opportunities paying particular attention to transition years.	Assistant Superintendents, Principals, Supervisors	District Budget, Grants, Participating Staff, Curriculum, Transportation	Availability of Students in Summer, Availability of Staff in Summer, Budget	July 2017 – Ongoing	Established Programs, Program Enrollment Figures, Program Curricula
Provide professional development for teaching staff on project-based learning and student-centered instruction.	Assistant Superintendents, Principals, Supervisors	District Budget, Internal Staff to Lead and Turnkey Training	Adequate Time for Professional Development, District Budget	September 2017 – Ongoing	Completed Professional Development, PD Agendas, Turnkey Presentations

Increase opportunities for all students to engage advanced coursework including Gifted and Talented, Advanced, Honors, and dual-credit.	Assistant Superintendents, Principals, Supervisors	Review of Rubrics, Culturally Responsive Resources, Staff Professional	Contrary Policies and Practices, Longstanding Norms	July 2017 – Ongoing	Increased Enrollment in Advanced Opportunities for Underrepresented Students
Improve curriculum articulation within and between grade levels and schools.	Assistant Superintendent for T & L, Principals, Supervisors	Meeting Time	Lack of Meeting Time	September 2017 – Ongoing	Meeting Agendas K-12 Curriculum Maps, Revised Curricula
Provide professional development on culturally responsive teaching and curriculum.	Superintendent, Assistant Superintendents, Principals, Supervisors	District Budget, CJCEE, Other PD Opportunities, Literature on CRT	The Ability to Turnkey Resources to All Staff	July 2017 – Ongoing	Meeting Agendas, Revised Curricula, Turnkey Presentations
Examine the possibility of providing universal pre-k to all socio-economically disadvantaged students in the district.	Superintendent, Assistant Superintendents, Business Administrator, Principals, Supervisors	Finances, Appropriate Space/Facilities	Finances, Appropriate Space/Facilities	September 2020	Completed Feasibility Study
Examine the use of advisory periods in order to promote skill development and character education for students.	Superintendent, Principals, Director of School Counseling	Faculty Committee	Scheduling Conflicts, Time	September 2017 – Ongoing	Committee Reports Meeting Agendas
Promote more inclusive environments for special education, ASP, and ELL students in the regular education setting	Assistant Superintendents, Principals, Supervisors	Professional Development on Effective Co-Teaching Practices	Lack of Professional Development	July 2017- Ongoing	Completed Training Increase in Inclusive Environments, Decrease in Pull-Out Environments

Provide professional development for staff on effective co-teaching and differentiated instruction particularly to address the needs of special education students by non-special education teachers.	Assistant Superintendents, Principals, Supervisors	District Budget, Professional Development Resources	District Budget	July 2017- Ongoing	Completed Professional Development, Meeting Agendas, Turnkey Presentations
Explore new extra-curricular opportunities for students in grades K-5.	Superintendent, Elementary Principals, Elementary Supervisors	District Budget Advisors	District Budget, Finding Suitable Advisors	September 2017- Ongoing	Establishment of New Extra-Curricular Opportunities
Meet with local cable providers to see if wireless hotspots can be provided around the community to ensure that all students have convenient access to the internet.	Superintendent, Business Administrator, Network Administrator	Time	Willingness of Local Internet Providers	July 2018	Written Commitment for Increased Connectivity for Public Access, Primarily in Low Income Areas, Meeting Agendas
Investigate blended learning opportunities where appropriate to provide more flexibility in student learning.	Assistant Superintendent for T & L, Principals, Supervisors	District Budget, Technology Access, Student Time	Scheduling Conflicts, Appropriate Environment in Which to Carry Out Blended Learning	September 2017 – Ongoing	Published Opportunities for Students to Engage in Blended Learning Coursework
Maintain a high school graduation rate of at least 95% each year.	Superintendent, Assistant Superintendents, Principals	Appropriate and Early Interventions for Students Who Need Credit Recovery, Summer Programs	Student Issues That are Beyond District Control, Student Attendance	September 2017- Ongoing	Documented Increase in Graduation Rates, Student Intervention Plans

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Strategic Planning Goal 2 (Facilities Goal): Repurpose existing facilities for updated curriculum and community based initiatives.

Objectives: 1. Move toward self-sustainable and “green” district / buildings.

2. Reinvent current spaces (computer labs, libraries, common places) to meet changing needs: STEAM, digital initiatives, etc.

3. Capitalize on outdoor space to continue self-sustainable and green movements.

4. Work with town resources to create community-based spaces (swimming pool, fitness center, ice hockey rink) that can also be used to generate revenue to maintain children’s activities and experiences.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
Create Innovation Labs from existing spaces within in each school to facilitate hands on, discovery learning.	Assistant Superintendent for T & L, Principals, Facilities	Financing, Available Space	Financing, Available Space	September 2017 – Ongoing	Renovated Spaces.
Improve district technology infrastructure.	Network Administrator	Budget, Technology Staff, Technology Audit	Budget	September 2017 - Ongoing	Documented 3-Year Technology Plan
Increase the number of solar panels and other sustainable practices in order to become a more “green” district.	Business Administrator, Director of Facilities	Budget, Maintenance Personnel	Budget	September 2017 – Ongoing	Completed New Solar Projects
Work directly with our community to utilize facilities more effectively and efficiently, expanding the classroom beyond our walls.	Superintendent, Business Administrator	District Facilities, Referendum Projects	Personnel to Man Facilities	November 2017 – Ongoing	New Facility Use Policies, Agreements with Stakeholders for Facility Use

Evaluate operations in transportation such as routing, alternative fuel sources, green buses, red light cameras, motion sensors, etc. in order to improve efficiency and safety.

Business
Administrator,
Director of
Transportation

Transportation
Personnel

Budget

July 2017 –
Ongoing

Completed Internal Transportation
Review

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Strategic Planning Goal 3 (Community Engagement): The Township of Ocean School District will create more opportunities for community involvement in our schools that will benefit both the schools and the community.

- Objectives: 1. Offer more varied school events designed to engage families and other community members through service, workshops, and academic activities (ex. Maker nights).
2. Increase staff and student off-campus involvement in the local as well as regional/global community through conference presentations, competitions, special projects, and specific work with needy populations.
3. Involve members of the community and alumni in support roles in the schools, as mentors, guest experts, career day speakers, and for internships.
4. Develop more productive partnerships with organizations having a stake in education to improve funding and talents streams, like local businesses, realtors, emergency responders, service organizations (ex. Rotary), and institutions of higher learning.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
Investigate the development of a Parent Learning Academy that will engage parents, caregivers, and other interested community leaders which will offer a comprehensive understanding about the programs, opportunities, activities, services, and resources available.	Superintendent, Assistant Superintendents, Principals	Community Needs Assessment	Staffing, Lack of Parent Involvement	2017-2018 Planning Year, Implementation in September 2018	Completed Community Needs Assessment Scheduled Events
Increase cultural celebrations within our schools and invite community members to take part.	Principals, Supervisors	Community Members, Staff	Community Member Availability, Time Within School Day	September 2017 – Ongoing	Increased Cultural Events Revised Curricula
Increase community partnerships in order to provide students with more authentic learning experiences.	Superintendent, Assistant Superintendents, Principals	Local Community Organizations	Willing Community Partners	September 2017 – Ongoing	Documented Increased in Number of Partnerships, Internships, etc.

Create an alumni association.	Superintendent, OTHS Principal	Alumni Volunteers, PTAs, Booster Club	Availability and Willingness of Outsider Organizers and Participants	September 2017 – Ongoing	Established Alumni Association Meeting Agendas and Minutes
Investigate the creation of a community mentorship program.	Superintendent, Principals	Community Mentors, District Clubs and Organizations	Availability of Community Mentors, Meeting Time	September 2017 – Ongoing	Documented Community Mentorship Agreements
Encourage staff and student to present to and participate with the community at local, regional, or national conferences and competitions.	Superintendent, Assistant Superintendents, Principals, Supervisors	Budget, Staff, Community Mentors, Fundraising	Budget	September 2017 – Ongoing	BOE Approvals Documented Reports of Competitions, Symposiums, etc.

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Strategic Planning Goal 4 (School Climate and Culture): The Township of Ocean School District strives to foster a safe, nurturing and inclusive environment that promotes student learning and personal growth of the whole child.

Objectives: 1. Empower positive role models.

2. Create safe and supportive learning environments which encourage teachers and students to take risks.

3. Provide equitable access to current and developing technology for all students and teachers.

4. Promote collegiality among staff and students.

5. Establish partnerships with the community

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
Create a representative committee to examine the issue of school start times and scheduling that maximizes student social interaction and academic engagement.	Superintendent Principals Director of Athletics/Activities	Research NJDOE Study Meeting Time	Athletics Transportation Child Care Issues	May 2018	Completed Report and Recommendations
Establish a district diversity council to address important issues related to diversity and equity within the district.	Superintendent	District Comprehensive Equity Plan (CEP) Research CJCEE	Meeting Time	October 2017 – Ongoing	Meeting Agendas Yearly Review of CEP Report
Consider a community service requirement for all students to complete prior to high school graduation.	OTHS Admin Team	Research Student Council Input Community Input	Student Motivation Willing Community Participants	September 2017 – Ongoing	Feasibility Report & Recommendations

Conduct a school climate survey.	Principals	NJDOE School Climate Survey	Adequate Number of Completed Surveys	October 2017 (Bi-Yearly)	Completed Surveys
Promote a progressive environment for staff and students where they feel safe to take academic risks.	Assistant Superintendent for T & L Principals Supervisors	PLC Groups Shared Best Practices	Breaking Common Practices and Norms	September 2017 – Ongoing	Curricula Lesson Plans
Foster teacher and student leaders and empower them to support transformation within the district.	Superintendent, Assistant Superintendents, Principals Supervisors	PLC Groups Meetings with Students Shared Leadership Practices	Breaking Common Practices and Norms	September 2017 – Ongoing	More Staff and Students Taking Leadership Roles Both In and Out of the District Staff and Student Presentations
Expand the recognition of our staff and students.	Superintendent, Principals, Supervisors	BOE Meetings, Social Media, Print Media	Knowledge of All Accomplishments	September 2017- Ongoing	Documented Recognition Events and Honoring Staff and Students at BOE Meetings
Review discipline policies and practices to ensure equitable treatment of students and to ensure restorative justice and positive reinforcement practices.	Principals, Assistant Principals	Professional Development, PLC Groups, Research	Breaking Common Practices and Norms	September 2017 – Ongoing	Decrease in Suspension Rates Positive Reinforcement Practices in Place
Monitor the elementary redistribution plan to ensure appropriate class size and building enrollment levels.	Superintendent, Principals	Class Size Reports District Demographic Report and Projections	Staffing, Parental Concerns	July 2017 – Ongoing	Kindergarten Enrollment Reports BOE Action on Elementary Boundaries if Needed
Expand the role of Student Assistance Counselors within our schools to address mental health and substance abuse issues.	Superintendent, Principals Director of School Counseling	Budget, OT Department of Human Services	Budget, Increased Volume of Students in Need	September 2017 – Ongoing	Increased Hours for School SACs Logs of Students Seen

To encourage activities that will promote school pride and spirit throughout the district.	Principals, Director of Athletics & Activities	Review of Other District Practices, Meetings with Student Council & PTAs	Meeting Time Active Motivation	September 2017 – Ongoing	Increased School Pride/Spirit Events
Expand student mentoring program across the district.	Principals, School Counselors	Staff Mentors, Meeting Time	Sufficient Number of Mentors, Meeting Time	September 2017 – Ongoing	Documented Increase in Number of Students Being Mentored
Implement academic “fun nights”.	Assistant Superintendents, Principals, Supervisors	Staff, Academic Materials, Observations of Other District Practices	Available Staff, Budget	September 2017 – Ongoing	Documented Events Held
Initiate practices to recruit staff members in order to increase diversity in all job categories.	Superintendent, Principals	Attend Job Fairs, Broaden Public Job Postings, Professional Development	Non-Diverse Applicant Pools	July 2017 – Ongoing	Attend University Job Fairs Increased Postings at Universities Review of Candidate Demographic Reports
Review all safety and security protocols and procedures in the District to ensure student and staff safety.	Superintendent, Business Administrator, District Head of Security	NJ Department of Education, OT Police Dept.	Budget,	July 2017 – Ongoing	Updated District Safety and Security Plan

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Strategic Planning Goal 5 (Finance Goal): Meet the needs of our entire school community while remaining fiscally responsible.

Objectives: 1. Maintain a budget that falls within the state mandated cap.

2. Continue district efforts to increase opportunities for alternate reoccurring revenue streams.

3. Invest in revenue generating capabilities in Ocean Township School District's existing facilities through renewable energy and grants.

4. Expand shared services agreements with local government agencies, community groups and other school districts.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
Set aside appropriate funding for capital projects.	BOE, Superintendent, Business Administrator	Budget, 5-Year Facilities Plan	Lack of Financial Resources	April 2018 - Ongoing	Completed Capital Projects
Produce yearly budgets that fall within the state mandated tax levy increase.	BOE, Superintendent, Business Administrator	Administrative Budget Requests, State Aid, Local Tax Levy	Rising Costs such as Health Care and Special Education	April 2018 – Ongoing	Approved Budgets Falling Within State Mandated Caps
Initiate a tuition policy for all schools in the district as a reoccurring revenue source.	Superintendent, Business Administrator	Sample Policies	Policy Adoption	September 2017	Completed and Adopted Policy
Expand solar projects to generate revenue.	Superintendent, Business Administrator	Personnel, Solar Materials	Budget, Available Space	September 2017- Ongoing	Completed Expansion of New Solar Panels. Increased Revenue as a Result

Provide for equitable financing between schools to ensure the needs of specialized populations are met.	Superintendent, Business Administrator	District Budget, District Comprehensive Equity Plan Demographic Study	Budget Limitations	July 2017 – Ongoing	Appropriate Funding for Programs to Address Needs of Specialized Populations
Expand shared service agreements with other school districts, local government agencies, and community groups.	Superintendent, Business Administrator	Cost-Benefit Analysis of Proposed	Cost-Benefit Analysis of Proposed Agreement	July 2017 - Ongoing	Approved New Shared-Service Agreements
Investigate and apply for discretionary grants in order to enhance the academic program.	Superintendent, Assistant Superintendents, Principals	Grant-Writing Personnel	District Not Qualifying	July 2017- Ongoing	Completed Grant Applications Grants Awarded

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Strategic Planning Goal 6 (Community Outreach): Improve communication and transparency to all stakeholders.

Objectives: 1. Improve use of communication technology to reach the community, i.e., Social Media, Apps, Web Page.

2. Target communication to less involved members of the community, i.e., new families, Senior Citizens, Non-English speaking families.

3. Solicit more feedback from the community, i.e., Google forms, surveys, focus groups.

4. Garner more representation outside of the district, i.e., conferences, competitions.

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
Expand the use of social media to provide information to the community.	BOE, Superintendent, Assistant Superintendents, Principals, Supervisors	Twitter, Facebook, Instagram, Etc.	Willingness to Participate	September 2017 – Ongoing	Increased Social Media Presence
Encourage faculty to utilize social media to promote events taking place in the classroom.	Principals, Supervisors	PLC Meetings	Willingness to Participate	September 2017 – Ongoing	Social Media Trainings Meeting Minutes and Agendas
Reorganize the district website and mobile app so that they are more user-friendly and provide necessary community information.	Superintendent, Business Administrator, Network Administrator	Website Host, Staff	Availability of Staff, Time	July 2017 – Ongoing	Reorganized Website Meeting Notes and Agendas
Survey our community each year as to the progress of the school district.	Superintendent	Community Survey, Web Backpack Website	Soliciting Community Feedback	January 2018 – Ongoing	Completed Surveys

Investigate the feasibility of working with a community information officer who can promote the important events and accomplishments of the school district.	Superintendent, Business Administrator	Budget, Community Volunteers, School Newspapers	Budget	July 2018 – Ongoing	Increased Media for Events Within the School District
Work more closely with local news outlets.	Superintendent, Business Administrator, Principals	Asbury Park Press, Coaster, Word on the Shore	Time to Construct Articles	July 2017 – Ongoing	Increased Number of Published Articles
Ensure that all communications from the district is translated into appropriate languages.	Superintendent, Principals	Internal Translators Online Translation Services	Translator of Availability, Volume of Correspondence	July 2017 – Ongoing	Increased Number of Translated Materials
Expand the membership of web-backpack.	Principals	Back to School Nights, Correspondence	Community Willingness and Internet Availability	September 2017 – Ongoing	Increased Membership in Web Backpack