3D Strategic Plan

2022-2027

Strategic Plan Summary

Prepared for the

East Greenwich Township School District
East Greenwich, New Jersey

Facilitated by NJSBA Field Service Department

Terri Lewis, Field Service Representative
Jesse Adams, Jr., Field Service Representative

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

Acknowledgements

The East Greenwich Township School District's 3D Strategic Planning process, completed during the 2021-2022 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

East Greenwich Township Board of Education

W. Todd Jones, President

Mark Schonewise, Vice President

Lori Becker, Board Member

Jennifer Cavalieri, Board Member

Stephanie Cosentino, Board Member

Lisa Licciardello, Board Member

Teresa Nevius, Board Member

Jodie O'Brien, Board Member

Lynn Starks, Board Member

Andrea Evans, Superintendent

Greg Wilson, Business Administrator

New Jersey School Boards Association

Terri Lewis, Field Service Representative
Jesse Adams, Jr., Field Service Representative

Strategic Planning Participants

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Ann Marie Elliott	Jim Philbin
Beth Godfrey	Joe Valver
Dale Archer	Katie Robinson
Dorothy Dilorenzo	Kristen Dymond
Greg Wilson	Lisa Giorgianni
Holly Minner	Lynn Starks
Jeffrey Miller-McGrail	Mark Schonewise
Jennifer Clune	Meghan Silich
Jennifer Connell	Nicole Macaluso
Jennifer Cunningham	Richard Carr
Jennifer Rufino	Spencer Parcells
Jenny Cavalieri	Tara Reilly

3-D Strategic Planning Process

Executive Summary

In December 2021, the East Greenwich Township School District began preparations to update their strategic plan, which would be expiring in 2022, and with the events of the past several years, the district really wanted to get back to a focus on teaching and learning. They started by creating a steering committee that would oversee the process. The Steering Committee met with New Jersey School Boards Association on January 12, 2022.

The information discussed at the initial meeting included a review of the following items of business:

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

The timeline was developed with the Strategic Planning process timeline to begin in March 2022. It was also decided that out of respect for participants time, all meetings of the Strategic Planning Committee would be virtual. This would allow for maximum participation and consistency. The district began disseminating information and enlisting various parents, community members and district staff to participate in the process.

A.   3D Strategic Plan Meetings

Meeting 1: On March 3, 2022, Terri Lewis and Jesse Adams, Jr. from NJSBA facilitated the initial Strategic Planning meeting with district stakeholders. The meeting commenced at 6:30 PM. The meeting included a State of the District Report from Superintendent Andrea Evans and several small group breakout sessions. Outcomes of this meeting include:

1. Strengths and Challenges/Opportunities
2. A vision of the future for the school district

Results from this Strategic Planning Meeting are included in the Strategic Planning Notebook Appendix.

Based on discussion at the Strategic Planning session, a survey was developed by NJSBA to gain further insight from parents and community members to aid in developing goals

and objectives for the plan. The survey was approved by the Steering Committee on March 17, 2022.

Meeting 2: On March 29, 2022, parents and other district stakeholders were invited to a Strategic Planning review session. Andrea Evans opened the session with the State of the District. Outcomes from the March 1, 2022 meeting were shared and the stakeholder survey was introduced to participants. The survey was advertised by the district and was open for feedback from March 29, 2022 through April 18, 2022.

Meeting 3: On April 21, 2022, the Strategic Planning Committee met to review the results of the stakeholder survey. Using this data and coupled with the information from the first planning session, they initiated the development of goals and objectives for the plan. They broke into four groups, each covering a broad focus area identified from the first planning session. From April 21, 2022 through May 6, 2022, these small groups met independently to review the data to ensure the goals and objectives reflected the actions necessary to execute the plan.

Meeting 4: All members of the Strategic Plan Committee met on May 12, 2022, to present their goals and objectives and review the work of other groups in preparation for the finalization of the plan. The goals and objectives are included in the Strategic Plan notebook.

B.   Developing the Action Plans

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

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

C.   Next Steps

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

East Greenwich Township School District
Mission Statement

The East Greenwich Township School District, through enthusiastic and engaging community partnerships
and the establishment of a safe, secure learning and emotional environment,
will provide a challenging and exceptional education program for its diverse learners.

Focus Areas

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

1. Teaching and Learning

2. Enrichment

3. Communication and Collaboration

4. Facilities/Technology

Focus Area #1: Teaching and Learning

<u>Goal Statement</u>: Create and provide curricula and instructional practices that lead to high quality learning to build independent citizens within a variety of settings.

Objectives:

1. Create opportunities for students to experience hands on project-based learning environments.
2. Facilitate learning environments that provide leadership opportunities for students.
3. Enhance teaching and learning through addressing the needs of the whole child in an inclusive environment through data driven decisions.
4. Provide enriching opportunities for students through STEAM and STEM lessons.
5. Strive to maintain small class size in order to provide authentic implementation of best practices.
6. Be selective in terms of technology to enhance and support instruction.

Focus Area #2: Enrichment

Goal Statement: The East Greenwich Township Public School District will strive to enhance enrichment opportunities for all students, both during the school day and through academic and extracurricular activities, clubs, and events.

Objectives:

1. To infuse project-based and real-world learning into classroom learning opportunities
2. To provide opportunities to enrich and reach students both academically, physically, and social-emotionally
3. To provide additional opportunities for students to provide their input for enrichment and extracurricular activities that are meaningful to them (*potential contributions to strategic planning process)
4. To seek opportunities for outside community groups and organizations to facilitate enrichment learning clubs or activities

Focus Area #3: Communication and Collaboration

Goal Statement: We aim to provide effective, timely, and relevant communication to all community members and collaborate with our township, community, and stakeholders.

Objectives:

1. Collaborate with the township in order to share dates and events of the school and community in East Greenwich.
2. Create an effective process to share and summarize important dates and events as well as pertinent district- or school-specific information.
3. Develop a communication plan to provide easy access to school and district information.

Focus Area #4: Facilities and Technology

(This focus area was divided into two goals)

Goal Statement A: Maintain and update infrastructure and technology tools to enhance teaching and learning to promote academic success.

Objectives:

1. Develop a technology plan to guide future upgrades and purchases to meet the growing technology needs across the district.
2. Utilize available grant funding to help offset the cost of technology projects.
3. Provide more professional development opportunities to staff on utilizing new technologies in the classroom.
4. Develop a technology support group to help staff support each other with new teaching strategies and problem solving.
5. Maintain a secure network with the latest security technologies.

Focus Area #4: Facilities and Technology

Goal Statement B: Maintain and update the grounds and facilities to promote the safety and security of staff and students and prepare for future growth.

Objectives:

1. Continue to provide adequate resources to properly maintain the facilities.
2. Utilize available grant funding to help offset the cost of maintenance projects.
3. Keep an open dialogue with Township officials about incoming housing growth.
4. Be creative in utilizing existing classroom space. Create plans for utilizing existing space to handle increased enrollment.
5. Research expansion options such as construction and office trailers to address major growth in student enrollment.

Appendix "A"

Superintendent's State of the District Report

East Greenwich Township Schools
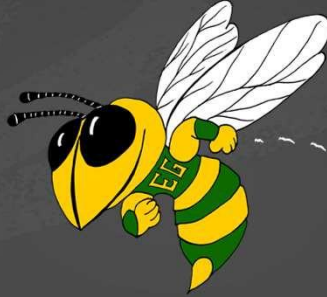
State of the District
March 29, 2022

RESPECT * KINDNESS * RESPONSIBILITY

1

Enrollment

Grade Level	2020-2021	2021-2022
Preschool	53	43
Beginners	161	183
Grade 1	182	169
Grade 2	176	186
Grade 3	167	179
Grade 4	181	171
Grade 5	196	180
Grade 6	184	198
Totals	1300	1309

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

2

District Subgroup Information

Ethnicity	% of Students
Asian	7%
Black	6%
Hispanic	2%
Multiple Races	8%
Other	1%
White	77%

Subgroup	% of Students
Free/Reduced Lunch	7%
Section 504	6%
ELL	0%
Special Education	17%
General Education	83%

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

3

2021-2022 Budget

	2020-2021	2021-2022	Difference
Surplus	1,322,514	1,396,218	73,704
Local Share	13,072,869	13,072,869	0
Misc. Revenue	50,000	50,000	0
State Aid	4,738,071	6,065,452	1,327,381
Grants	419,349	345,127	-74,222
Local Debt	1,574,406	1,579,456	5,050
Activity Funds	0	125,000	125,000
Total	**21,177,209**	**22,634,122**	**1,456,913**

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

4

Academic Achievement

EAST GREENWICH
2021-22 Fall Start Strong
ELA/Language Arts

Grade	Total # students Tested	Strong Support May be Needed (Level 1)		Some Support May be Needed (Level 2)		Less Support May be Needed (Level 3)	
		2021-22 # of students	2021-22 % of total	2021-22 # of students	2021-22 % of total	2021-22 # of students	2021-22 % of total
4	172	30	17%	40	23%	102	59%
5	180	18	10%	49	27%	113	63%
6	196	38	19%	51	26%	107	55%
All Grades	548	86	16%	140	26%	322	59%

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

5

Academic Achievement

EAST GREENWICH
2021-22 Fall Start Strong
Mathematics

Grade/Course	Total # students Tested	Strong Support May be Needed (Level 1)		Some Support May be Needed (Level 2)		Less Support May be Needed (Level 3)	
		2021-22 # of students	2021-22 % of total	2021-22 # of students	2021-22 % of total	2021-22 # of students	2021-22 % of total
4	172	40	23%	51	30%	81	47%
5	180	49	27%	63	35%	68	38%
6	195	63	32%	72	37%	60	31%
All Grades	547	152	28%	186	34%	209	38%

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

6

School Safety

-Strong relationship with the East Greenwich Police Department
        *3 School Resource Officers; 2 are on site during school hours
        *Verkada Camera shared service for outdoor campus cameras
        *Critical Response Group (CRG) Mapping for emergency response

-Comprehensive School Safety Plans
        *School Safety Specialist (Mrs. Loggia)
        *School Security Plans are updated yearly
        *Practice 2 safety drills per month
        *Interior doors are locked in preparation for an emergency

-Visitor Screening Process
        *Visitors enter into a secured area
        *Video cameras are in use
        *Licenses are scanned into a security management system
        *Visitor stickers or passes are issued to make visitors visible to staff

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

7

Technology

-Hardware
        *1:1 devices in grades 2-6; expanding to grade 1 currently
        *Smartboards or similar devices in every classroom

-Software
        *Google Suite for Education provides access for students, parents and staff
        *Go Guardian monitors student usage and flags potential dangers

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

8

Social Emotional Learning

-A Mental Health Specialist (school psychologist) to provide intensive services

-**A Tiered System of Mental Health Supports**
        *Opportunities for All Students
                *Weekly Social Emotional Learning Lessons
           ^Zones of Regulation is used in grades B-3
                  ^Sanford Harmony is used in grades B-6
      *Additional Supports for Students Who Need It
              *Social Skills groups with the school counselor
              *Individual or group counseling with the school counselor
              *Intensive counseling with the Mental Health Specialist

-Connections to Community Services
        *Care Solace

-Character Counts Promising Practice Awards

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

9

Enrichment & Support

-Child Study Team

-Intervention and Referral Services (I&RS) Team

-Basic Skills program in grades B-6

-What I Need (WIN) summer program, Extended School Year (ESY) summer program

-Instrumental Strings Program in 2-6

-Instrumental Music Program in 5-6

-SOAR & Take Flight

-STEM Enrichment in grades 3 & 4

-Advanced Math in Grade 6

-Assemblies and field trips aligned to grade level studies

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

10

Clubs and Activities

-Clubs and Activities

*Art Club- Clark
*Art Club- Mickle
*Band- Grade 5 & 6
*Chorus- Grade 5
*Drama Club
*Hornet Harmony- Grade 6
*Jazz Band
*Mickle Marketplace
*Mural Arts Club
*Strings Club
*Walkers Club

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

11

Community Connections

-Home and School
*Organizes family activities and fundraising events
*Provides funding for school events and activities

-Special Education Parent Advisory Groups
*Organizes family events and activities
*Provides access to resources and trainings for parents

-East Greenwich Education Association PRIDE
*Organizes family events and activities
*Gives back to community organizations

-EG Police Department
*Fingerprinting program in Beginners
*Law Enforcement Against Drugs (LEAD) program in grade 6

-NJ Child Assault Prevention
*CAP Program in Beginners

RESPECT * KINDNESS * RESPONSIBILITY * ACCEPTANCE * INTEGRITY * PERSEVERANCE

12

Appendix "B"

Strengths and Challenges

East Greenwich Township Strategic Planning Outcomes
Meeting #1 – March 3, 2022

STRENGTHS
Staff
Caring educators who go above and beyond for their students
Dedicated and professional school staff
Enthusiasm of the staff: wonderful events such as multicultural event, responsiveness to parents and students; willingness to work with parents, welcoming, solution based, concerns were heard
Nursing staff
Staff leadership and connection - Team Leaders, Team Meetings, Staff Meetings, SCIP, etc.
Teachers who go above and beyond, especially during the pandemic
Culture - Staff is respectful, kind, and seem to enjoy their jobs
Communication
Communication
Communication has been strong. Emails, social media, phone calls, etc. Includes updates for families
Communication through a variety of methods: email, phone calls, dojo messages
School Community
Community Involvement: Home & School, teachers, parents, police department (relationship inside and outside of the building; community policing, school security), collaboration, shared services, willingness to response (ex. cameras)
Community partnerships - families, staff, and outside organizations (EGPD - part of the East Greenwich family both EGPD and SROs, EGEA Pride, Home & School, SEPAC)
Strong partnership with municipality and EGPD
Supportive and involved community
Strong fiscal responsibility maintained to community, even though we are underfunded the district strives to provide the quality for all families
Facilities
Facilities - updated and clean
Grounds are well kept. Facility management up to date and clean. Playground provides open space and fun for students. Well resourced.
Updated and beautiful school buildings
Safety and Security
Safe & Secure- teachers, students, and buildings (SROS, training, etc.) - progressive mapping, surveillance
Safe and secure school environment; facilities and policies/procedures
Safety and Security
Academic Program
A lot of extracurricular
Access to extracurricular and club opportunities

Class Sizes are small
High levels of academic achievement
Instruction - curricular resources, teachers have voices, partnership with curriculum supervisors and staff
Quality curriculum and programming
Variety of services to students: IEPs, 504s
Student Well Being
Celebration - Students have incentives to feel special (Buzz Bucks, teacher celebrations, Buzzworthy, individual student recognition, positive office referrals)
Combination of academic and social-emotional/character education (ensuring that we remember these are kids and human-beings)
Non-Categorized
Technology and technology plan

CHALLENGES

Finance/Sustainability
Fair Funding
State funding
State Funding
Maintaining appropriate class sizes
Maintaining small class sizes
Staff
Diversifying instructional staff and recruiting staff
Ensuring staff retention
Expand nursing/health staff
Retention of the staff with competitive salaries
Staff diversification
Enrollment/Growth
Enrollment and housing trends
Future growth with housing market. Will new families with younger children be able to afford and move into the district? Is there enough space in the facilities to support growth if it does happen?
Increased enrollment and school space
Teaching and Learning
After school activities - more offerings for students especially social-emotional considerations
After-school offerings to provide social opportunities for students (multicultural and diverse opportunities for students)
An additional layer of G&T for students that fall short of the criteria for SOAR/Take Flight for enrichment
Clubs: Aim to draw in the lower grade levels; ex. Book clubs, afterschool STEM club, etc.
Creating meaningful connections and consistency across grade levels
Expand STEM/STEAM to multiple grade levels

Heavily test-focused and grade-oriented: focus on - what is critical thinking? What is global awareness? How do we train future leaders for the world?
Meeting the needs of average students by empowering teachers to be creative and use professional judgment to make instructional decisions
Report cards - posted online, consider involving students with age-appropriate methods and forms to celebrate growth and achievement
Validity of tests and assessments
Facilities
Maintaining facilities as we move forward over the course of the next five years
More space
Updated infrastructure to support new technology
Shared Services/Send-Receive
Challenges of shared transportation agreement
More collaboration with surrounding districts and Kingsway
School Community
Parent involvement in the building - bringing the community back into the buildings (parties, special days, etc.)
There is a waitlist for the Beyond the Bell program. How can we support most families that need it in
the district?

Appendix "C"

Our Vision-

Strategic

Planning

Outcomes

East Greenwich Township Strategic Planning Outcomes
Meeting #1 – March 3, 2022

Where are we now?
We do a lot of things really well.
Amazing teachers and their dedication and adaptability in all situations. Willingness to adopt new technology and make it a part of our learning experience
People move to our town for the schools
We have a great preschool program
How do we go from doing them really well to doing them outstanding?

What Do We Look Like in 2027?
A big addition onto our school
Universal preschool program
Up-to-date technology
A district of accountable learners
Celebration opportunities and supportive measures established within our district for students amongst different grade levels.
Focused on the holistic development of our students, both academically and social-emotionally
Great student citizens that are happy with strong character skills
Rich social environments
More mindfulness and self-care opportunities and activities for kids that assure them everything is going to be okay.
Students are thriving with their social and emotional needs being met
Student Choice
Critical thinkers; problem-solvers; innovators
Critical thinking that lies in the 21st century skills and real-life situations
Developed leadership skills
Developing leadership skills and productive citizens
Life-skills and financial literacy
Strategic Problem Solvers
Success global citizens

digital citizenship
Focused on Community Service
Infusing community involvement into learning - service opportunities and volunteerism
More community involvement with local farms and organizations to have a distinct community feel.
A larger STEAM/STEM program and more class/club opportunities for students to explore opportunities.
Adaptive learning with center based, hands on, project-based learning
Assessments that are project-based learning.
Hands-on and project-based learning
Cross-curricular learning opportunities
Enrichment for all learners
Evolving and relevant curriculum
Flexible environments
Focused on solutions
High levels of academic achievement
Numerous extracurricular and club opportunities available to all students in all grade-levels
Opportunities for Clark and Mickle students to learn together (peer learning; mentorship programs)
Outstanding professional development opportunities that promote growth within our already great teachers.
Positive environment, rich with learning in various settings
Quality instruction and learning opportunities
Real world application of technology
Real-world application
Reflective
Responsive to the needs of our students
Staff increase to meet the diverse programs and learners
Training leaders and members of society
Universal Design for Learning to meet the needs of all learners equitably
Use of data to support student achievement with a balanced approach

How Did We Get There?

Additional extracurricular and club opportunities throughout all grade-levels
After school bussing
After school programs: social, academic. tutoring
Being financially responsible while providing students with high-quality, current, and relevant resources
Bridge the gap to allow the home-school connection to flourish
Community service projects - provide active experiences for service learning
Create buddies between Clark and Mickle.

Create creative learning environments:
    Facility changes with various learning spaces and furniture
    Open space learning for center-based and project-based learning

Create opportunities for connections inside and outside of the classroom
Cross-curricular material that prepare students for lives as students and beyond
Design peer modeling programs/peer-mentoring
Designing authentic tasks and applications for students
Develop a sense of global awareness
Ensured strong school and community partnerships that represent diverse perspectives
Develop STEAM activities and provide exposure through all grade levels
Developed additional community connections and involvement that supports student learning
Ensured curriculum that is scaffolded and cohesive through grades B-6
Foster community-based learning
Help students think outside of the box
Improved recruiting that makes teachers and other staff want to come work at our school. Offering competitive salaries for teachers and staff and paying them for all of their professional development opportunities.
Involve senior citizens and other community members in daily and weekly school activities.
Listened to all voices and all stakeholders.
Maintained and recruited high-quality educators
More staff
Move from raw test scores to project-based learning
Offer parent sessions to strengthen home/school connections
Open doors earlier and close the doors later
Professional development opportunities
Project based learning experiences
Provide opportunities for students to collaborate and work through conflicts
Unlimited Funding :)

Student Focus
Adjust to what comes next and adjust to change/with change
Creating a Universal Design for Learning - all students have access to SEL and academics in an equitable way
Critical thinking
Emphasis on the right fit for all students - college and trades to help students understand the importance of all roles and career paths
Explore multiple perspectives and take risks towards the instruction of social justice
Kind and empathetic students, who are understanding and kind to all students including those with special needs, and who are involved in philanthropic activities within the community and larger world
Our students are good citizens and people
Prepared for the diverse world around them
Problem solvers who can think abstractly and have a large toolbox of skills.
Problem solving skills, tolerance, and empathy
Reframe problems or concerns with I-statements to help students take responsibility and ownership of their behaviors, conflicts, etc.
Respecting differences.
Students who are knowledgeable and responsible digital citizens that can use technological tools wisely
Students who are proud of their time as Hornets.
Students who are upstanders
Toolbox to equip students with SEL skills and coping strategies

Appendix "D"

Community Survey

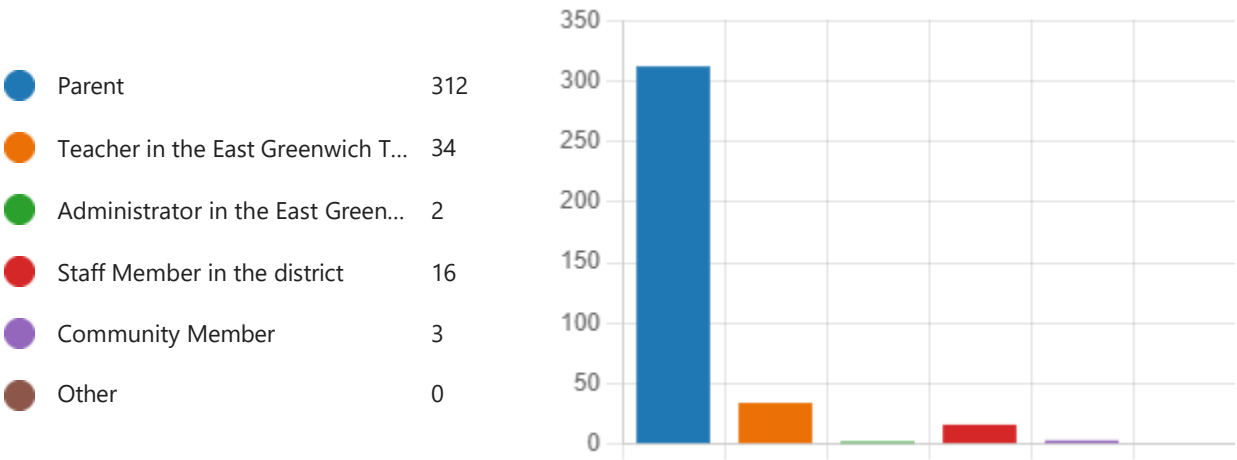# East Greenwich Township School District Strategic Plan Survey

367

Responses

24:20

Average time to complete

---

1. Which of the following categories best describes your role? If you have more than one role, please choose the one that describes how you will be answering the survey.

🔵 Parent	312	
🟠 Teacher in the East Greenwich T...	34	
🟢 Administrator in the East Green...	2	
🔴 Staff Member in the district	16	
🟣 Community Member	3	
🟤 Other	0	

---

2. The East Greenwich Township School District employs dedicated, caring and supportive staff.

365

Responses

★★★★★

4.64 Average Rating

3. The East Greenwich Township School District provides information that is clear, relevant and accessible.

365
Responses

★★★★⯪
4.38 Average Rating

4. The East Greenwich Township School District provides information in a timely manner.

365
Responses

★★★★⯪
4.36 Average Rating

5. The East Greenwich Township School District provides a safe and secure school environment, both with facilities and with policies and procedures.

365
Responses

★★★★★
4.69 Average Rating

6. Is there any additional feedback or comments you would like to provide concerning our school environment?

43

Responses

20 respondents (**47**%) answered **school** for this question.

communication and school

school is not   parents

School communication   teachers

school teaching   kids

EG schools

school year

school   Child

artwork throughou

emails

school syste

sex educati

Child

schoo

teachers and staff   school district

young children

7. Have you been in either of the East Greenwich Township School Buildings within the last three years?

| Yes | 354 |
| No | 9 |
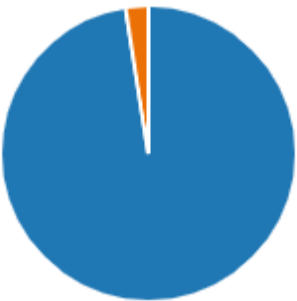
8. If you answered "YES" to Question #6, which school(s) did you visit?

| Jeffrey Clark School | 306 |
| Samuel Mickle School | 251 |

9. The East Greenwich Township School district maintains facilities that meet the need of preparing our students for the future.

|		
🔵	Strongly Agree	212
🟠	Agree	133
🟢	Neither Agree nor Disagree	20
🔴	Disagree	0
🟣	Strongly Disagree	1

10. As it becomes necessary for the school district to re-consider our space needs for future growth, what features would you find beneficial/important to include in our planning? Arrange your preferences in order of importance to you, with your highest priority at the top and continue down to the lowest.

Using your cursor, hover over the choices below. Use the arrows that appear to the right to move the choices in order of importance to you with your first choice at the top of the list. Or you can left-click, hold, and drag your choices into position.

Rank	Options
1	Updated infrastructure to suppo...
2	Innovation/maker space - flexibl...
3	Larger multi-purpose rooms (ca...
4	Outdoor instructional areas
5	Recess/Recreational areas
6	Nurse's office/health spaces

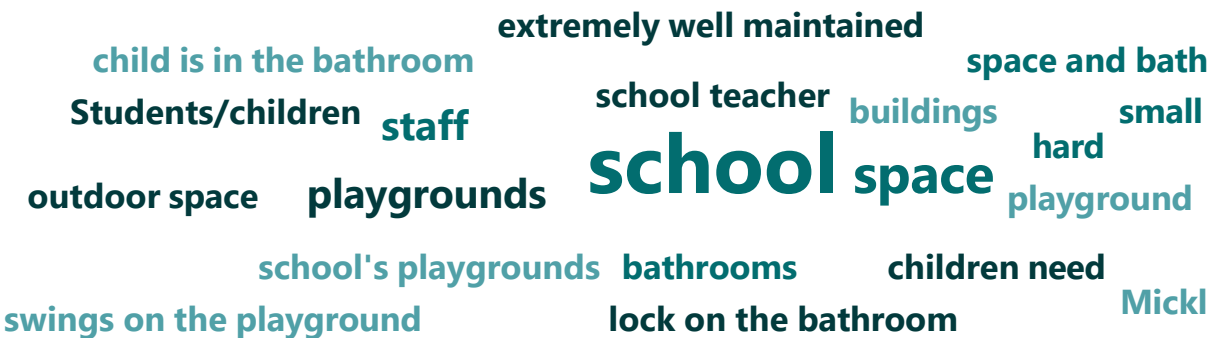First choice ⬛ 🟧 🟫 ⬜ 🟦 🟦 Last choice
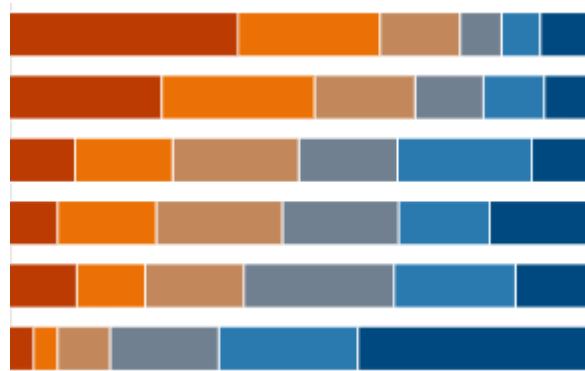
11. Are there any comments you wish to make regarding our school facilities?

23
Responses

6 respondents (26%) answered **school** for this question.

extremely well maintained

child is in the bathroom   space and bath

Students/children   staff   school teacher   buildings   small

hard

outdoor space   playgrounds   school   space   playground

school's playgrounds   bathrooms   children need

swings on the playground   lock on the bathroom   Mickl

12. The East Greenwich Township School District provides an academically rigorous curricula.

🔵 Strongly agree	155
🟠 Agree	156
🟢 Neither Agree nor Disagree	41
🔴 Disagree	11
🟣 Strongly Disagree	2

13. The East Greenwich Township School District provides instruction and supports for students' social and emotional needs.

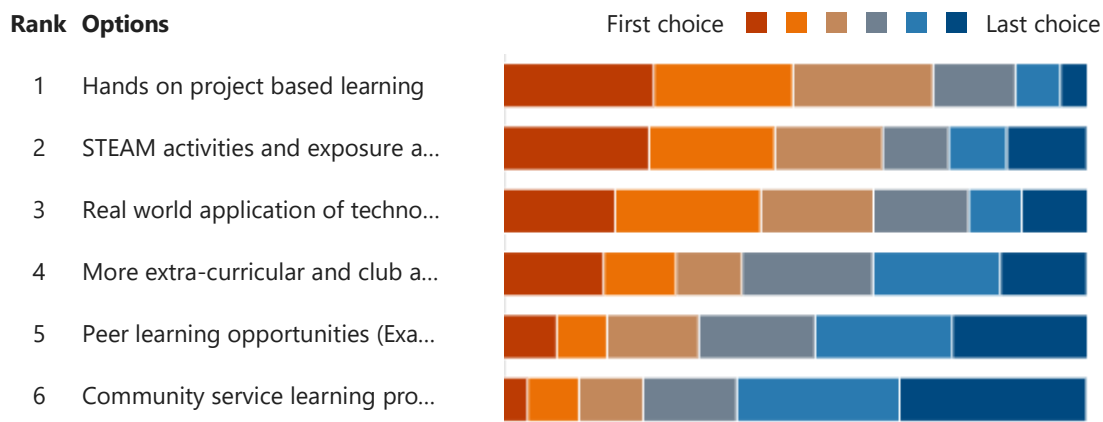|		
🔵	Strongly agree	121
🟠	Agree	170
🟢	Neither agree nor disagree	53
🔴	Disagree	20
🟣	Strongly disagree	1

14. The East Greenwich Township School District provides a wide range of extracurricular and after school programs.

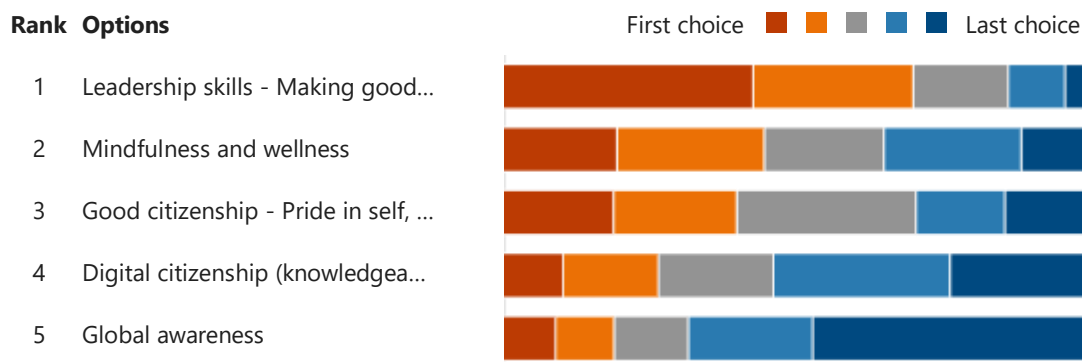|		
🔵	Strongly agree	56
🟠	Agree	129
🟢	Neither Agree nor Disagree	109
🔴	Disagree	63
🟣	Strongly Disagree	9

15. Please rank the following learning opportunities in order of importance to you. Drag the most important to the top and continue with the least important in the last position.

Using your cursor, hover over the choices below. Use the arrows that appear to the right to move the choices in order of importance to you with your first choice at the top of the list. Or you can left-click, hold, and drag your choices into position.

Rank	Options	First choice ▪▪▪▪▪▪ Last choice
1	Hands on project based learning	
2	STEAM activities and exposure a...	
3	Real world application of techno...	
4	More extra-curricular and club a...	
5	Peer learning opportunities (Exa...	
6	Community service learning pro...	

16. The following is a list of skills we believe is important for our students to be successful in the future. Please rank them in order of importance to you by dragging them into position with you first choice at the top.

Using your cursor, hover over the choices below. Use the arrows that appear to the right to move the choices in order of importance to you with your first choice at the top of the list. Or you can left-click, hold, and drag your choices into position.

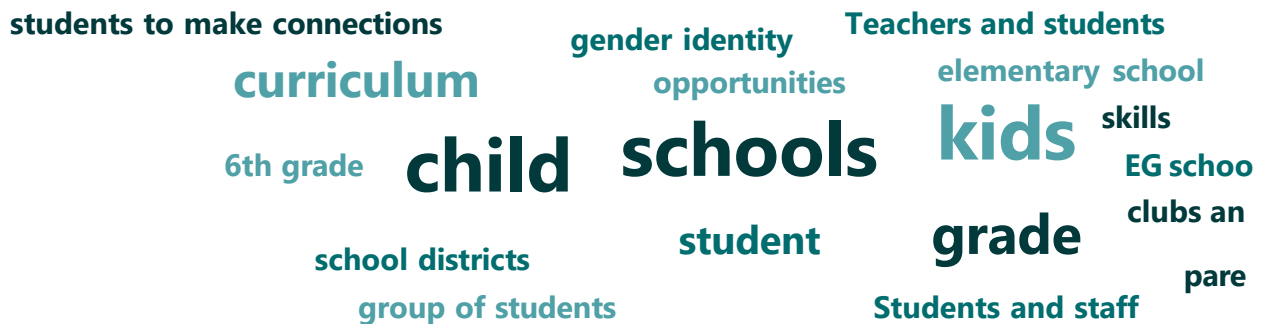| Rank	Options	First choice ▪▪▪▪▪ Last choice
1	Leadership skills - Making good...	
2	Mindfulness and wellness	
3	Good citizenship - Pride in self, ...	
4	Digital citizenship (knowledgea...	
5	Global awareness	

17. Is there any information you would like to add/share concerning our academic program?

38

Responses

9 respondents (24%) answered **schools** for this question.

students to make connections
gender identity
Teachers and students
curriculum
opportunities
elementary school
kids
skills
6th grade
child
schools
EG schoo
clubs an
grade
student
school districts
Students and staff
pare
group of students

18. Please provide any additional feedback and comments concerning the East Greenwich Township School District that may be helpful to the Strategic Planning process. Again, thank you for your participation.

36

Responses

13 respondents (36%) answered **school** for this question.

look forward
experience wit
kids on school
day to day
students
parents
time
school taxes
school
need
sch
information
staff
days of school
children
year
6th grad
District
School District
elementary scho

6. Is there any additional feedback or comments you would like to provide concerning our school environment?

- 11 Responses indicating a high degree of satisfaction with the school district and staff
- 9 Responses concerned suggestions and concerns in communication
- 4 Responses related to Covid issues/masks
- 6 Responses expressed concern over the new health curriculum
- 2 Responses were related to employee concerns
- 1 Response related to the CST and transparency
- 1 Response expressed concern for students that were left behind or socially excluded
- 3 Responses were related to security/security in continuing police presence and   transportation and student pick up
- 2 Responses were N/A

11. Are there any comments you wish to make regarding our school facilities?

- 5 Responses indicated N/A
- 4 Responses were complimentary to the facilities
- 4 Responses were Covid related
- 3 Responses concerned the playground
- 2 Responses concerned safety and security – keeping windows clear for emergencies and locks one questioned lavatory doors locks for safety
- 6 Responses contained suggestions
    - Larger classrooms with more closet space and bathrooms
    - Space to accommodate full day pre-school for all
    - Larger art and music spaces
    - Nurse's office separate from main office
    - Agricultural classes/workshops
    - Classroom seating options to offer standing

17. Is there any information you would like to add/share concerning our academic program?

- 12 Reponses were related to Teaching and Learning
    - Students learning at different paces
    - More offered to advanced students
    - More for middle of the road students
    - Ensuring consistency across grade levels (each class does same work)
    - Revisiting authentic literature used in classrooms
    - Group projects
    - Testing
    - Rigor
    - Financial literacy
    - Curriculum available to parents
    - Critical thinking
- 5 Responses related to the importance of Social and Emotional Learning
- 7 Responses were related to the new health curriculum and CRT
- 4 Responses were N/A
- 6 Responses were related to extra-curricular or enrichment opportunities
    - After school time for struggling students
    - Participation at all grade levels
    - More options
    - Limitations
- 1 Response related to staff concern
- 1 Response related to Covid concern

18. Please provide any additional feedback and comments concerning the East Greenwich Township School District that may be helpful to the Strategic Planning process. Again, thank you for your participation.

- 1 Response concerned finance/budget
- 7 Responses contained suggestions for Teaching and Learning
    - Balance between free time/open space and structure

- o Mindfulness and meditation
- o Grading policy lower elementary
- o Trades/school trips
- o Guidance counselors
- o Additional providers for support services
- 5 Responses related to district communication, suggestions and the type of information parents would like to receive
  - o Communication regarding testing
  - o Website
  - o Day to day communication
  - o Streamline
- 9 Responses were either thanking the district for the strategic plan process, positive comments for their work in general or NA
- 4 Responses were staffing concerns, citing needs for staff in particular areas
- 7 Responses expressed concern over the new health curriculum
- 1 Response was related to special needs students

Appendix "E"

Strategic Planning Calendar

East Greenwich Township Strategic Planning Timeline

Time Frame	Date	Entity	Activity	Length of Time	Medium
Mid-January	1/12 6:30 PM	Steering Committee	Meet with NJSBA to refine process and set calendar for plan activities, organize details and responsibilities.	30-60 minutes	Virtual
Feb/Mar 2022	3/3	Strategic Plan Working Group	Meets to identify strengths and challenges of the district and establishes vision for the next 3-5 years. Also includes a "State of the District" report by the Superintendent. This working session can take place in the evening or a Saturday.	Max 3 hours	Virtual - Zoom
Feb/March 2022	3/17	Steering Committee	Review and approve survey developed by NJSBA based on data from Meeting #2. Survey designed for community input into plan and will assist in prioritizing information.	30 min	Virtual
March 2022	3/21	Community Stakeholders	Meeting with community stakeholders to review process and introduce the survey. Survey available to community stakeholders for 2 to 3 weeks.	1 hour	In Person and Virtual
April 2022	4/21	Strategic Plan Working Group	Meets to review results of survey and using previous data, begins development of goals and objectives.	1-1.5 hours	Virtual
April 2022	4/22-5/6	Strategic Plan Working Groups (Independent)	Independent work of individual groups to finalize goals and objectives. The group moderators will hold one or two meetings to	Variable	Virtual
April/May 2022	5/12	Strategic Plan Working Group	Meets to share and review and finalize the goals and objectives of all focus areas groups.	1 hour	Virtual - TBD
June 2022	June 15	Board of Education	Strategic Plan presented to district Board of Education for approval.	30 min	In-Person

Steering Committee: Small committee comprised of Superintendent, Technology Coordinator, BA, Board President or designated board members, and responsible staff.

Strategic Plan Working Group: Group of 30-60 district stakeholders including parents, community members and district staff. Students may also be included in the process.

Community Stakeholders: Parents, staff, community members with a vested interest in the school.

2022-2027 East Greenwich Township School District Strategic Plan Action Plans

Goal 1 Focus Area: Teaching and Learning
Goal: Create and provide curricula and instructional practices that lead to high quality learning to build independent citizens within a variety of settings.
Objectives:

Objectives:

1. Create opportunities for students to experience hands-on project-based learning environments.
2. Facilitate learning environments that provide leadership opportunities for students.
3. Enhance teaching and learning through addressing the needs of the whole child in an inclusive environment through data driven decisions.
4. Provide enriching opportunities for students through STEAM and STEM lessons. (See Goal 2)
5. Strive to maintain small class size in order to provide authentic implementation of best practices.
6. Be selective in terms of technology to enhance and support instruction.

Major Activities	Timeline	Staff Responsible	Resources Required	Indicator of Success
Infuse project-based learning into the curricula; explore, select and include projects in the new Social Studies pacing guides for each grade level. (Objective 1)	September 2022- June 2023	Superintendent Supervisor of Instruction SS Curricula Committee Principals	Curricula writing budget	Curricula documentation
Infuse project-based learning into the curricula; Evaluate current practices, plan, select and/or develop projects and rubrics for Science (at least 1 per chapter) which align to the standards and incorporate real world learning; revise pacing guides for each grade level for the 2023-2024 school year. (Objective 1)	August 2023	Superintendent Supervisor of Instruction Science Curricula Committee Principals	Curricula writing budget	Curricula documentation
Facilitate learning environments which provide leadership	September 2022- June 2023	Superintendent Assistant Principals		Buddy Schedules, Photos

opportunities for students; Resume Jeffrey Clark and Samuel Mickle teacher partnerships for 3 shared student activities throughout the school year. (Objective 2)		Principals Teachers		
Empower teachers to use data to make instructional decisions based on the needs of students; eliminate required administration of Fountas & Pinnell fall literacy assessment; instead teachers may use other available data and F&P where needed to determine small group starting points. (Objective 3)	September 2022- June 2023	Superintendent Supervisor of Instruction		District Assessment Memo dated September 1, 2022
Empower teachers to use data to make instructional decisions based on the needs of their students; eliminate English Language Arts and Math unit assessments in grades 1-4; instead unit assessment items can be used at the teacher's discretion to provide more practice opportunities to students during a unit or to provide remediation opportunities after the unit is	September 2022- June 2023	Superintendent Supervisors of Instruction		District Assessment Memo dated September 1, 2022

complete, so students are successful with the skill or strategy. (Objective 3)				
Empower teachers to use data to make instructional decisions based on the needs of their students by utilizing formative assessment to make instructional decisions within lessons. The district selected a professional development goal to support this focus- "Practicing Skills, Strategies and Processes" where the teacher engages students in practice activities appropriate to their skill level, such as guided practice when support is needed and independent practice when teacher support is not needed. Provide professional development and professional conversations on this topic, in addition to teachers' action plans in their professional development plans. (Objective 3)	September 2022- June 2023	Superintendent Supervisors of Instruction Principals Assistant Principals Teachers	Professional Development providers and resources as needed	District PDP Plan; School PDP plans; In Service Agendas
Maintain small class size by evaluating enrollment projections and allocating staff as needed.	June 2022-August 2022	Superintendent Principals Registrar		Class Lists

2022-2023 Average Class Sizes: Beginners~ 18 Grades 1-3~ 21 Grades 4-5~22 Grade 6~ 23 (Objective 5)				
Be selective of technology to support and enhance instruction. Continue to evaluate all district subscriptions by usage as well as connectedness to standards and curricula, as well as information provided to staff, students and parents. Eliminate redundant or low yield subscriptions. (Objective 6)	June 2022-June 2023	Superintendent Principals Registrar	District Budget	Subscription List Resource Feedback Collection information

Goal 2 Focus Area: Enrichment

Goal: The East Greenwich Township Public School District will strive to enhance enrichment opportunities for all students, both during the school day and through academic and extracurricular activities, clubs, and events.

Objectives:
1. Infuse project-based and real-world learning into classroom learning opportunities.
2. Provide opportunities to enrich and reach students academically, physically, and social-emotionally.
3. Provide additional opportunities for students to provide their input for enrichment and extracurricular activities that are meaningful to them.
4. Seek opportunities for outside community groups and organizations to facilitate enrichment learning clubs or activities.

Major Activities	Timeline	Staff Responsible	Resources Required	Indicator of Success
Consider how community resources can be used to infuse real world learning into the curricula particularly in the areas of Social Studies and Science; research and explore community historical and recreational sites which connect to learning standards; evaluate the feasibility of incorporating real world experiences into the curricula via in person and virtual learning connected to these sites. (Objective 1)	October 2022-June 2023	Superintendent Supervisors of Instruction		Summary of research results
Provide enrichment for all students through a B-6 STEAM program which includes project-based, real world learning where students work collaboratively to solve problems; hire staff	September 2022- June 2023	Superintendent Business Administrator Supervisor of Instruction	Allocate district budget resources for staff member and curricula writing; ESSR funds for STEAM classroom materials	STEAM class schedule, STEAM curricula, STEAM photos

member, write curricula, secure materials, schedule course. (Objective 1, 2)				
Provide enrichment opportunities beyond the school day; launch 2 Drone Legends summer enrichment sessions for rising 6th graders at no cost to families. (Objective 2)	June-July 2022	Superintendent Supervisor of Instruction Instructors	District budget to purchase Drone Legends materials and curricula and professional development; teacher compensation for summer programming	Program Flyer and Sign Up, Photos
Infuse enrichment into the school day through short term opportunities for students; Explore how to integrate classroom learning, technology and enrichment opportunities into the school day; Launch, Teach and Reflect. (Objective 2)	November 2022-June 2023	Superintendent Supervisor of Instruction Technology Coach Principals		Program Informational Flyers and Photos
Continue to offer instrumental strings (grades 2-6) and band lessons (grades 5-6) to students during the school day; continue to offer Strings Club, 5th Grade Band, 6th Grade Band and Jazz Band to students. (Objective 2)	September 2022-June 2023	Superintendent Principals Instrumental Strings Teacher Instrumental Band Teacher		Teacher schedules; concert brochures
Continue to offer a variety of afterschool activities and clubs to students, such as Chorus, Drama Club, etc. (Objective 2)	September 2022-June 2023	Superintendent Principals Staff members who submit club proposal	Materials as requested in club proposals	Teacher schedules; concert brochures
Research and explore outside	September 2022-June 2023	Superintendent		Summary of research results

organizations and businesses which can provide afterschool enrichment opportunities to students; if feasible, select and pursue partnership(s) for the 2023-2023 school year. (Objective 4)		Supervisor of Instruction Principals	

Goal 3 Focus Area: Communication

Goal: We aim to provide effective, timely, and relevant communication to all community members and collaborate with our township, community, and stakeholders.

Objectives:
1. Collaborate with the township in order to share dates and events of the school and community in East Greenwich.
2. Create an effective process to share and summarize important dates and events as well as pertinent district- or school-specific information.
3. Develop a communication plan to provide easy access to school and district information.

Major Activities	Timeline	Staff Responsible	Resources Required	Indicator of Success
Meet with the EG Township representatives to explore ways to publicize community events/ dates with the school community and identify key events to be shared for the 2022-2023 school year. (Objective 1)	Fall 2022	Superintendent	None	Meeting agenda; summary of key events to be shared and potential strategy for consistent communication of key events
Provide a monthly paper calendar to families by building (green paper for Clark, yellow paper for Mickle); the paper calendar will include all special activities and events in the district and the school. (Objective 2)	September 2022	Superintendent Principals	Paper	Evidence of monthly calendars provided to parents
Include all principal email communications on school websites so parents are able to access them in one location by date and/or topic. (Objective 2)	October 2022	Superintendent Principals Director of Technology		Evidence of all archived communications posted to school websites

Post "Day" rotations on district website. (Objective 2)	October 2022	Superintendent Director of Technology		Evidence of "Day" rotation on district website.
Include Spirit Days on school website calendars and school monthly paper calendars. (Objective 2)	October 2022	Superintendent Principals Director of Technology		Evidence of Spirit Days on school website calendars and school monthly paper calendars.
Communicate the purpose and process for students to receive Buzz Bucks. Include this information in the BTSN parent presentation; send home an explanatory letter. Include references to Buzz Bucks and their purpose in communications throughout the year. (Objective 2)	October 2022	Superintendent Principals Assistant Principals		Evidence of BTSN presentation and parent letter.
Launch the Realtime Parent Portal app for parents, so parents have access to portal information via phone. Include directions for downloading and accessing the application; provide a video detailing the process. (Objective 2)	October 2022	Superintendent Principals Director of Technology		Evidence of launch notification and video.
Transition the Beginner report card to the Realtime parent portal, so parents have easy access to students' progress from beginners through sixth grade.	December 2022	Superintendent Principal Director of Technology		Evidence of Beginner Report Card in Parent Portal

(Objective 3)				
Develop a communication plan which streamlines and outlines how, when and where information is communicated at the school and district levels. (Objective 3)	May 2023	Superintendent Principals Principal Secretaries Director of Technology Registrar Cafeteria Manager		Evidence of Plan

Goal 4 Focus Area: Facilities and Technology

Goal: Maintain and update infrastructure and technology tools to enhance teaching and learning to promote academic success.

Goal: Maintain and update the grounds and facilities to promote the safety and security of staff and students and prepare for future growth.

Objectives:
1. Develop a technology plan to guide future upgrades and purchases to meet the growing technology needs across the district.
2. Utilize available grant funding to help offset the cost of technology projects.
3. Provide more professional development opportunities to staff on utilizing new technologies in the classroom.
4. Develop a technology support group to help staff support each other with new teaching strategies and problem solving.
5. Maintain a secure network with the latest security technologies.
6. Continue to provide adequate resources to properly maintain the facilities.
7. Utilize available grant funding to help offset the cost of maintenance projects.
8. Keep an open dialogue with Township officials about incoming housing growth.
9. Be creative in utilizing existing classroom space. Create plans for utilizing existing space to handle increased enrollment.
10. Research expansion options such as construction and office trailers to address major growth in student enrollment.

Major Activities	Timeline	Staff Responsible	Resources Required	Indicator of Success
Develop a yearly technology plan. (Objective 1)	June 2023	Director of Technology		Board-approved plan
Explore and secure grant funding to offset costs of technology projects, such as network and connectivity upgrades. Purchase devices through E rate to maximize savings benefits. (Objective 2)	August 2022-June 2023	Superintendent Business Administrator Director of Technology	ARP ESSER funds E rate application	Purchase requisitions
Provide embedded professional development opportunities to staff on the use of technology in the classroom. (Objective 3)	June 2023	Superintendent Principals Supervisor of Instruction Technology Coach	Allocation of time for PD and professional conversations during in-service dates, team meetings	Agendas of PD and professional conversations

			and supplemental time	
Maintain a secure network with the latest security technologies by evaluating current practices and identifying opportunities for improvement. Purchase Sentinel 24 hour network monitoring to prevent invasion of infrastructure. (Objective 5)	June 2023	Superintendent Business Administrator Director of Technology	District budget	Purchase requisition
Implement a two step verification process for district employees to login to district accounts. (Objective 5)	September 2022	Director of Technology		100% utilization of the two step process by 10/31/22
Upgrade the district's network. (Objective 5)	June 2023	Superintendent Business Administrator Director of Technology	ARP ESSER Funds	
Upgrade the district's playgrounds. Resurface the Jeffrey Clark and Samuel Mickle playgrounds; implement a soft surface on the preschool playground; fence the preschool play area. (Objective 6,7)	October 2022	Superintendent Business Administrator Director of Facilities	ARP ESSER Funds	Photos of finished work
Establish a yearly meeting for the board's Strategic Community Awareness Committee and the township to focus on projected growth in enrollment due to township demographics and	May 2023	Superintendent		Meeting agenda

housing. (Objective 8)				
Meet yearly to evaluate enrollment and spaces; determine how spaces can be used creatively and for dual purposes (Objective 9)	August 2022 August 2023	Superintendent Business Administrator Principals CST Supervisor Supervisors of Instruction Director of Technology Director of Facilities	Potential costs: electricity, technology (Smartboards, telephone, etc.), adult and student furniture	Meeting agenda
Analyze the results of the district's demographic study, when provided through the Kingsway Regional Consolidation study, to determine potential trends in enrollment for 2023 and beyond.	October 2022- March 2023	Superintendent		Study results and superintendent summary of demographic trend information
Research expansion options if there is a projected upward trend in enrollment for 2023 and beyond.	March 2023	Superintendent Business Administrator		Meeting agenda