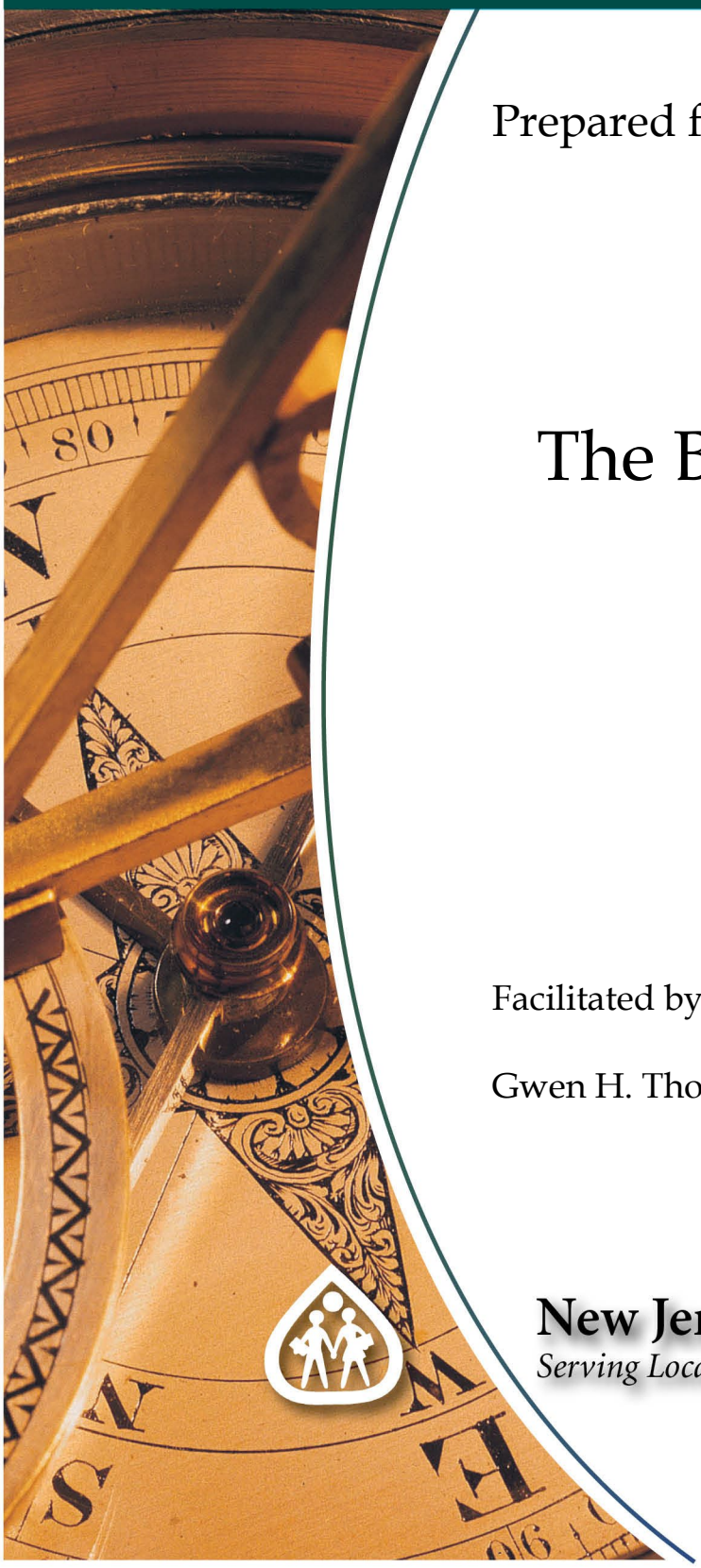
3R Strategic Plan

2023 - 2028



Prepared for the

The Bethlehem Township School District

Facilitated by: NJSBA Field Services Department

Gwen H. Thornton, Field Service Representative

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

3R Strategic Plan

Bethlehem Township School District

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Acknowledgements

The Bethlehem Township School District's 3R Strategic Planning process, completed during the 2022 - 2023 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Bethlehem Township Board of Education

Mr. Kyle Harris, Board President

Mr. Michael Hale, Board Vice-President

Mr. Travis Roop, Board Member

Ms. Jennifer Seibert, Board Member

Ms. Stephanie Hager, Board Member

Mr. Thomas Gregor, Board Member

Mr. Daniel MacDonnell. Board Member

Mr. Edward Abato, Superintendent

Mr. Brian Latzke, Business Administrator/Board Secretary

New Jersey School Boards Association

Gwen H. Thornton, Field Service Representative

Attendees – Strategic Planning Meeting #1
March 21, 2023

Meg McGeehan
Gabrielle MacQueen
Eileen Bancalari
Paul Muir
Meaghan Dagostino
Hakeem Abdullah
Nate Hirshberg
Joel Barrett
Brittany Friedel
Sally Klemm
Rich Morgan
Dawn Morgan
Dawn Muir
Carol Baum
Ted Baum
Ed Abato
Brian Latzke
Kris Boganski
Kyle Harris
Travis Roop
Tom Gregor
Stephanie Yager
Dan MacDonnell
Elizabeth Drew
Ana Forton
Brooke Schumann
Leslie Monahan

Attendees – Strategic Planning Meeting #2
April 19, 2023

Meg McGeehan
Gabrielle MacQueen
Eileen Bancalari
Meaghan Dagostino
Sally Klemm
Jane Smith
Edward Abato
Brian Latzke
Kris Boganski
Kyle Harris
Dan MacDonnell
Jen Seibert
Barbara Cochrane
Ann Marie Linnen
Lydia Lopez
Melissa Mackiewicz
Angela Kelly
Elizabeth Drew
Nate Hirshburg
Ana Forton

Attendees – Strategic Planning Meeting #3
June 1, 2023

Erin Baehr
Eileen Bancalari
Stacey Michalski
Jane Smith
Gabrielle MacQueen
Elizabeth Drew
Meg McGeehan
Edward Abato
Kris Bogonski

3R Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

In the early fall, the Board of Education discussed and approved a contract with New Jersey School Boards Association for the 3R (Reflect, Reimagine, Recalibrate) Strategic Planning Services available through the Association.

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

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

Subsequently, the Board contracted with NJSBA for these services.

B. 3R Strategic Plan Meetings

On March 21, 2023, April 19, 2023, and on June 1, 2023, Gwen Thornton, Field Service Representative from NJSBA facilitated the Strategic Planning meetings.

Outcomes of these meetings include:

Strengths and Challenges of the School District
Vision 2023-2028 for the School District
Strategic Plan Goals and Objectives

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

C. Developing the Action Plans

The Superintendent will develop action plans to implement the vision and goals developed in the 3R Strategic Plan. The action plans will include:

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

D. Presentation of the Strategic Plan

The final Strategic Plan will be presented to the School Board and the community when the final action plans are completed.

E. Next Steps

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

Bethlehem Township School District Mission Statement

The mission of the Bethlehem Township School District, in partnership with the community, is to provide a safe, nurturing child-centered environment that challenges each child to maximize his/her potential. Our students will acquire the skills and knowledge to enable them to become independent, respectful, responsible citizens who strive for excellence and embrace learning as fundamental to successfully adapt to our ever-changing global community.

Bethlehem Township School District Strategic Planning Goal Areas

The Strategic Plan Goals developed, by the participants, for achieving this Mission and Vision are:

<u>Goal #1</u> – Facilities - Indoors and Outdoors

<u>Goal #2</u> – Communications, Community Engagement and Outreach

<u>Goal #3</u> – Student Learning Experience

<u>Goal #4</u> – Recruiting and Retaining Staff

<u>Goal #5</u> – Supporting a Positive School Climate and Culture

GOAL AREA # 1- Facilities Indoors/Outdoors

Goal Statement: Create a safe learning environment that is conducive to providing 21st century skill development for students in a state-of-the-art facility.

Objectives:

1. **Upgrade facilities to ensure proper modernization and high levels of comfort.**
2. **Increase/enhance all internal and external security.**
3. **Create a space for innovative 21st century programming.**
4. **Explore possibilities for increased instructional spaces, as well as the performing arts and gathering spaces for all students and staff.**
5. **Develop outdoor educational and recreational spaces that support and enhance the district's curriculum and co-curricular programs.**

GOAL AREA # 2 - Communications, Community Outreach and Engagement

Goal Statement: **To develop a plan to communicate and engage with all Bethlehem Township residents.**

Objectives:

1. **Create and disseminate school newsletters quarterly.**
2. **Invite community members to appropriate school events.**
3. **Invite volunteers into classrooms to support students and staff.**
4. **Partner with community members to offer service projects for students.**
5. **Develop partnerships with local businesses.**

GOAL AREA # 3 - Student Learning Experience

Goal Statement: To foster a technologically and culturally robust program that promotes a positive and differentiated student learning experience within and beyond the classroom.

Objectives:

1. **Develop and implement an innovative STEAM curriculum in all grades with vertical integration.**
2. **Establish a sustainable curriculum evaluation and revision cycle across all grade levels**
3. **Establish vertical and horizontally aligned practices to track student progress and achievement using multiple assessments.**
4. **Expand student learning experiences beyond the school day through authentic and sustainable opportunities for all students. i.e., gifted, and talented, special education.**
5. **Expand SEL and culturally inclusive learning opportunities across the curriculum.**

GOAL AREA # 4 - Recruiting and Retaining Staff

Goal Statement: **To use creative and innovative measures to recruit high quality staff and provide the necessary professional development and other supports to ensure retention.**

Objectives:

1. **Create a collaborative culture that recognizes and celebrates teachers' expertise, professionalism, and individualism.**
2. **Create an academically, professionally, and financially competitive district.**
3. **Increase professional development opportunities for staff that are aligned with district needs.**
4. **Develop opportunities to promote teacher leaders in the classroom and beyond.**

GOAL AREA # 5- Support a Positive School Culture and Climate

Goal Statement: **To foster a respectful positive school climate and culture that reinforces the community and district's core values and traditions where all students are known and valued as individuals.**

Objectives:

1. **Increase support for community-based organizations. i.e., PTA, parks and rec.**
2. **Provide greater opportunities for community and parent involvement in the school.**
3. **Expand SEL programming across the curriculum to support students and mental health services to support students and families.**

Appendix "A"

Superintendent's Report:
"State of the Schools"

Bethlehem
TOWNSHIP SCHOOL DISTRICT

Strategic Planning

State of the Schools

Prepared & Presented by: Mr. Edward Abato, CSA

Strategic Plan 2018-2023 Update

Goal: To secure our facilities, staff, and children against potential assaults on their well-being

Objective #1:
To ensure the school staff and students are trained in potential threat procedures. Additionally, open the school to outside trainers/agencies to train

Action Steps:

- Form school safety & security team
- Develop & assess a safety school needs assessment
  - Interpret & summarize findings from needs assessment
- Based on results of needs assessment, create a proposal with cost for trainers
- Schedule PD for staff/parents on potential threats
- Plan school assembly to inform students on safety procedures

Strategic Plan 2018-2023 Update

Goal: To secure our facilities, staff, and children against potential assaults on their well-being

Objective #2:
To take inventory of the safety hardware that the school already has installed and purchase of cameras/buzzer metal detectors additionally needed for school

Action Steps:

- Create an inventory of existing safety hardware
- Analysis of data findings with recommendation of additional safety hardware needed for district

Strategic Plan 2018-2023 Update

Goal: To secure our facilities, staff, and children against potential assaults on their well-being

Objective #3:
To hire personnel with specialized training in securing a safe zone for professional development of staff and training of students and parents

Action Steps:

- Identify safety & security concerns
- Hold a safety & security focus group made up of parents, school staff, and community members
- Hire consultant to offer additional specialized trainings based on recommendations given by focus group

Strategic Plan 2018-2023 Update

Goal: Take an active role in the community by developing a central community for all residents

Objective #1:
Build community based activities that involve student/resident participation in community events

Action Steps:

- **Host special traditional celebrations after school/weekends**
- **Provide a "community center" (i.e. weekend bingo, tutoring, beading, open gym opportunities, arts/crafts and educational workshops**

Strategic Plan 2018-2023 Update

Goal: Take an active role in the community by developing a central community for all residents

Objective #2:
Encourage students to actively be involved in activities that focus on seniors, veterans, non-sports parents and residents without children/food pantry

Action Steps:

- **District will invite, when possible, community members who can provide examples of service-learning and community service projects**
- **District will offer a "Service Fair" to show students the options they have to be of assistance in and around Bethlehem district**

Strategic Plan 2018-2023 Update

Goal: Take an active role in the community by developing a central community for all residents

Objective #3:
Create service projects

Action Steps:
- **Allow time during grade level articulation/department meetings for discussion/sharing of project based and research based learning extension activities that can extend the learning outside of the classroom**

Strategic Plan 2018-2023 Update

Goal: Take an active role in the community by developing a central community for all residents

Objective #4:
Instill a sense of responsibility in the community

Action Steps:
- **Organize a coat drive**
- **Plan field trip to senior citizen centers to sing carols during holidays**

Strategic Plan 2018-2023 Update

Goal: To prepare and train our students to be able to adapt and adjust to the world they will enter when they graduate

Objective #1: Develop a program that will instill interpersonal communication skills (public speaking classes/diversity) in our students

Action Steps:

- Develop a Living History Program: Once every three months a social studies class will be assigned an individual from the community who volunteers to be interviewed. The students will interview that person about their lives and events that have happened during their lifetime. The students give a presentation to the class about that person. The community members who have been interviewed will be invited to the classroom to hear the students' presentations

Strategic Plan 2018-2023 Update

Goal: To prepare and train our students to be able to adapt and adjust to the world they will enter when they graduate

Objective #2:
Assemble diverse teams and implement activities that will foster collaborative work in students

Action Steps:

- Develop a conflict resolution initiative through:
  - Team building activities
  - "I-messages"
  - Problem solving techniques

Strategic Plan 2018-2023 Update

Goal: To prepare and train our students to be able to adapt and adjust to the world they will enter when they graduate

Objective #3:
Develop a growth mindset in students that winning isn't everything

Action Steps:

- Order books that have characters who face challenges and develop strategies to overcome them
- Have education staff conduct activities that give students the chance to practice phrases that promote growth mindset

Strategic Plan 2018-2023 Update

Goal: To prepare and train our students to be able to adapt and adjust to the world they will enter when they graduate

Objective #4:
Develop activities that will increase parent engagement with their children

Action Steps:

- Identify a family engagement specialist
- Plan and offer parent workshops which support parents as partners in student achievement

Strategic Plan 2018-2023 Update

Goal: To prepare and train our students to be able to adapt and adjust to the world they will enter when they graduate

Objective #5:
Develop a capstone project

Action Steps:
- **Develop a community resource school website/directory for parents**

Strategic Plan 2018-2023 Update

Goal: To prepare and train our students to be able to adapt and adjust to the world they will enter when they graduate

Objective #6:
Promote participation of all students in events

Action Steps:
- **Create a more positive school climate for students by adding student organizations that are appropriate for all students and grade levels (not just sports)**
- **Organize a school wide pep rally to increase school unity**

Strategic Plan 2018-2023 Update

Goal: To prepare students with the necessary skills to succeed in a 21st century world

Objective #1:
To explore a wide array of career opportunities

Action Steps:

- Engage community members, businesses and organizations to provide real world experiences
  - Work study
  - Internships
  - Job site visits
  - Shadowing programs
- Establish job shadowing/internships with local business and organizations
- Arrange for student schedules to be modified so that participation doesn't interfere with meeting other graduation requirements

Strategic Plan 2018-2023 Update

Goal: To prepare students with the necessary skills to succeed in a 21st century world

Objective #2:
To offer real world experiences through clubs

Action Steps:

- Develop a student survey to find out club interests
- Create additional clubs related to students' interests
- Organize girls scouts & boy scouts for PreK through grade three students

Strategic Plan 2018-2023 Update

Goal: To prepare students with the necessary skills to succeed in a 21st century world

Objective #3:
To provide more hands-on learning that runs parallel with technology

Action Steps:

- **Increase opportunities for Pre-K through 8th grade teachers to engage in professional development and training sessions related to the use of hands-on learning through the use of technology**

Current State

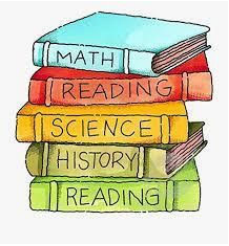
Over the next several slides, we will review the following topics:

- Educational Programs
- Technology
- Human Resources
- Finance
- School & Community Relations
- Strengths & Challenges

Educational Programs

Mathematics:

- ST Math
- Reflex
- IXL



English Language Arts (ELA):

- Super Kids (phonics)
- Hybrid program
- Razz Kids
- Membean
- IXL

Science

- Full Option Science Systems (FOSS)
- Mystery Science
- Generation Genius
- Gizmos
- BrainPOP

Social Studies

- Savvas Realize
- BrainPOP

Technology

The students and staff of the Bethlehem Township School District currently have access to the following technology:

- 1:1 iPads for students K-8
- Laptops (Mac & PC) for all teaching staff
- Projectors in each classroom
- Document cameras (need replacements)

Human Resources

The staff of the Bethlehem Township School District is comprised of:

- Chief School Administrator
- Business Administrator
- Child Study Team Director
- Supervisor of Curriculum & Instruction
- Elementary School Principal
- Facilities Manager
- Technology Coordinator
- 1 LDTC
- 1 School Psychologist
- 1 School Social Worker
- 1 Speech Pathologist
- 5 Administrative Assistants
- 2 School Nurses
- 2 Guidance Counselors
- 38 Teachers (all areas)
- 1 Media Specialist
- 6 Paraprofessionals
- 5 Custodians
- Contracted OT/PT

Finance

As with many districts throughout the state, the BTSD has been impacted by state cuts to our equalization aid. The information below shows the difference between the aid we received in 2018 and that received in 2023.

Bethlehem Township Reduction in Equalization Aid

2018-2019 $984,263
2023-2024 $179,557

School & Community Relations

The Bethlehem Township School District strives to provide opportunities to engage our community and to offer opportunities for students to help those throughout our own community and surrounding areas.

- Public BOE meetings
- PTA sponsored community events
  - Trunk or Treat
  - Fun Run
- Coffee & Conversations with Mr. Abato & his admin team
- Curriculum Nights
- School sponsored food/clothing drives
  - Peer leaders
  - Student Council

Strengths & Challenges

Strengths:

- Dedicated, caring staff
- Supportive school community
  - Involved parents
- Talented students
- Flexibility
- Instrumental program
- Slight increase in enrollment
- Student Engagement
  - Student Council
  - Peer Leaders
- Extracurricular programs
  - Sports
  - Chess
  - Farming & Fishing Club
  - Anime Club
  - Drama Club
- Academic supports
  - Beyond the Day
  - Tutoring/Homework Help

Challenges:

- Reduction in state funding
- Outdated curriculum
- Pandemic Response
  - SEL
  - Academic
- Programs
  - MTSS
  - STEM
- Staffing challenges
  - Teacher Shortages
  - Certifications
- Technology
- Building needs
  - Outdated parts for repairs at Hoppock
  - Water issues at Conley
  - Roof at Conley

Thank you!

Appendix B

Meeting #1 Outcomes

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

Mission Statement

Our students will acquire the skills and knowledge to enable them to become independent, respectful, responsible citizens who strive for excellence and embrace learning as fundamental to successfully adapt to our ever-changing global community

Session 1

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

On March 21, 2023, Bethlehem Township School District administrators, Board of Education members, staff, parents, and community members, twenty-six (26) in all, came together to initiate strategic planning. The first evening focused on the strengths and challenges of the Bethlehem Township School District. The meeting began with a welcome and introduction by Board President, Mr. Kyle Harris. Mr. Edward Abato, Superintendent, presented the current "State of the Schools" report. Facilitator Gwen Thornton, from New Jersey School Boards Association (NJSBA), was introduced and provided an introduction to the strategic planning process.

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

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

Group Consensus: Strengths, Achievements & Challenges

Green Dot Team:

Strengths	Challenges
Small, close community	Less clubs, etc. than larger schools
Students look out for each other(small class sizes)	Engaging entire community (seniors, etc.)
Community support, CPTA, parents, etc.	Technology
Students are well prepared for North	Music, arts
Teachers	Stem
Administration	Buildings (including future use)
Board cohesion	Social adaptability
Curriculum Director	Language programs
	Using data to drive instruction
	We don't know what we don't know

Red Dot Team:

Strengths	Challenges
Community Engagement	Curriculum needs to be revised G/T, MTSS
Community Pride	Outdated buildings
Teaching and Support Staff	Foreign Language Program
Family Feel	Lack of SEL-> need more of it
Clear School-Home Communications	Lack of STEAM
New energetic Administrative Team	Technology
Kind Students	Consistent leadership
Peer leadership i.e., Book buddies, peer leaders in middle school	Follow through with goals/objectives, i.e., 2018-2023 great ideas… never happened
Program availability	Staff shortage (applicant pool is low)
Resiliency	Funding
	Bring parents back into schools to better engage; reinstitute school celebrations and honor society

Blue Dot Team:

Strengths	Challenges
Teachers	Finance-deceased state aid
Community/Events	Spanish/World Language
Small school/Community	Curriculum
Clubs	2 Buildings
YMCA	Facilities -aging
Athletics	Enrollment
	Stem
	Grants

Black Dot Team: :

Strengths	Challenges
Dedicated staff	Technology- keyboarding/typing; comfort
Small class sizes, small district	Extra-curriculars for all grades
FOSS hands on science program	Supporting students who learn differently; 504/IEP; Teacher training
Extra-curricular activities	Facilities- classroom basic comforts i.e. A.C, screens, security
Flexibility of staff i.e. return to school	K-3 reading/phonics program
PE/Health programs-snow PE	SS Curriculum/critical thinking skills
	Parent engagement
	Community support-financials
	Diversity in curriculum; celebrate diversity

Following each group reporting out on their consensus points, the large group agreed there were many **common themes**:

Small close-knit community and small district/class sizes
Dedicated teachers and support staff
New energetic administrative staff
Engaged and active PTA and parents
Need for curriculum revision

Aging facilities
Finances-decreases in state aid
Technology
World Language program
Expansion of extra-curricular program
STEM/STEAM

The second strategic planning session is scheduled for:

Thursday, April 19, 2023, at 6:30 pm,
Meetings are scheduled for 1.5 hours. Meetings start and end promptly.

During the April19th meeting we will create a shared vision together for the future of the – Bethlehem Township School District . . . we will talk about our aspirations and expectations for our students and school district.

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

Please RSVP by signing up online.

Appendix C

Meeting #2 Outcomes

Creating a Strategic Plan for the Bethlehem Township School District

Mission Statement

The mission of the Bethlehem Township School District, in partnership with the community, is to provide a safe, nurturing child-centered environment that challenges each child to maximize his/her potential. Our students will acquire the skills and knowledge to enable them to become independent, respectful, responsible citizens who strive for excellence and embrace learning as fundamental to successfully adapt to our ever-changing global community.

Session 2

Creating a Vision & Initiatives for the Bethlehem Township School District

On April 19 ,2023, Bethlehem Township School District administrators, Board of Education members, staff, parents, and community members, twenty (20) in all, came together to continue the strategic planning initiative. The meeting began with a welcome and introduction by Mr. Edward Abato, Superintendent. Facilitator Gwen Thornton, from New Jersey School Boards Association (NJSBA), was introduced and reviewed the strategic planning process.

The consensus process utilized in strategic planning was reviewed. The topic for the evening focused on creating a shared vision for the Bethlehem Township School District. Participants were asked to create a podcast on their school district for the web. The podcast was about Schools that Succeed. In addition to the current programs already in place in the School District, what programs/services/curriculum/student outcomes/best practices/facilities would you expect to see in your schools that are succeeding? Participants were encouraged to think “big picture.”

Participants gathered in randomly assigned groups, four (4) in total, to develop a shared vision and initiatives. The small groups reviewed the outcomes from Meeting #1, strengths, and challenges, and then began brainstorming on their vision for the district. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

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

Group Consensus: Vision & Initiatives

Group 1: Blue Dot Group
Podcast Title: "Initiating Innovation that Inspires and Ignites a Passion for Learning"

Initiatives:

1. Expanding programming, i.e., STEAM, music/artis, band, chorus, plays, foreign languages, trades, wood working, metal
2. Foster building 21st century skills i.e., working in teams, collaboration, data driven decision making through the analysis of data and development of SMART goals
3. Continuous and consistent strategic plans that are in line with our school's mission and vision
4. Increase community engagement through events and authentic learning experiences
5. Our 5-year goal- students will graduate as well-rounded individuals and productive members of our global society

Group 2: Red Dot Group
Podcast Title: "Garden Spot in the Garden State"

Initiatives:

1. A state of the art facility that meets the needs of all students
2. Timeless traditions
3. State of the art grounds that extend the educational experience
4. Continuously evolving curriculum that celebrates diverse learning styles and promotes independent thinking.
5. There's an app for that! – Community communication
6. Community service across all grades
7. Community involvement-opening doors to alumni, seniors, and families
8. Experiential learning, diversity, and inclusion
9. We are more than just a school; we are a family!

Group 3: Black Dot Group
Podcast Title: "Lion's Main"

Initiatives:

1. Co-curricular community service projects
2. Academic leaders thorough independent and innovative thinking
3. Modern, open space campus with integrated technology(robotics lab and state of the art media center)
4. Top notch staff through recruitment and retention through support and development
5. Peer Leadership- program encouraging inclusiveness and exposure to diversity
6. Advanced level class opportunities that support all learning needs.

Group 4: Green Dot Group
Podcast Title: "Small School, Big Results"

Initiatives:

1. Learning across grades and subjects
2. Real world readiness
3. Student driven learning climate
4. Differentiated learning for all learners
5. Resilient, empathetic learners
6. Innovative STEAM and tech offerings
7. Experiential learning beyond the classroom
8. Family and community involvement in learning
9. Inclusive curriculum

Following each small group's reporting out to the larger group, and a discussion of the common themes the following five (5) **Goal Areas** were identified by the large group:

1. **Facilities: Indoors/Outdoors**
2. **Communication, Community Engagement and Outreach**
3. **Student Learning Experience**
4. **Recruiting and Retaining Staff**
5. **Supporting a positive school climate and culture**

During May 25, 2023, meeting participants will develop goals and objectives, for each goal area, which will guide the Bethlehem Township School District for the next several years.

The third strategic planning session is scheduled for:

Thursday
May 25, 2023 at 6:30 pm

Meetings start and end promptly.
Please join us. Bring a friend! Everyone is welcome! We look forward to seeing you!

Appendix D

Action Plans