

# Highlands Borough School District Strategic Plan 2020-2025



**Highlands Elementary School**  
360 Navesink Avenue  
Highlands, NJ 07732

*Facilitated by NJSBA Field Service Department*

**Kathy Winecoff,**  
**Field Service Representative**

**Mary Ann Friedman,**  
**Field Service Representative**



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## **Acknowledgements**

The Highlands Borough School District's Strategic Planning Renewal process, completed during the 2019-2020 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

### **Highlands Borough Board of Education**

Diane Knox, President

Nancy Messina, Vice President

Irene Campbell

Regina Melnyk

Robyn Sanfratello

Suzanne Thomas

Rebecca Wells

Dr. Susan Compton, Superintendent

Christopher Mullins, Business Administrator

### **District Personnel**

Daniel Layton, Internal Coordinator/Principal

Christina Egan, Director of Curriculum and Instruction

Sam Angona, Supervisor of Special Services

### **New Jersey School Boards Association**

Kathy Winecoff, Field Service Representative

Mary Ann Friedman, Field Service Representative

# Planning Council Members

October 12, 2019

<u>Please Print – Thank you!</u>		<u>Please Check All that Apply</u>				
	<u>Name</u>	<u>Community Member</u>	<u>Parent</u>	<u>Board Member</u>	<u>Staff</u>	<u>Administrator</u>
<u>1</u>	<u>Daniel Layton</u>					<u>X</u>
<u>2</u>	<u>Christina Egan</u>					<u>X</u>
<u>3</u>	<u>Sam Angona</u>					<u>X</u>
<u>4</u>	<u>Rebecca Kane-Wells</u>	<u>X</u>	<u>X</u>	<u>X</u>		
<u>5</u>	<u>Matt Perkins</u>				<u>X</u>	
<u>6</u>	<u>Nancy Messina</u>	<u>X</u>		<u>X</u>		
<u>7</u>	<u>Ann Prosser</u>				<u>X</u>	
<u>8</u>	<u>Kimberly Tariff</u>				<u>X</u>	
<u>9</u>	<u>Justin Tariff</u>				<u>X</u>	
<u>10</u>	<u>Diane Knox</u>			<u>X</u>		
<u>11</u>	<u>Serena Jerinsky</u>		<u>X</u>			
<u>12</u>	<u>Carolyn Broullon</u>	<u>X</u>				
<u>13</u>	<u>Robyn Sanfratello</u>	<u>X</u>	<u>X</u>	<u>X</u>		
<u>14</u>	<u>Jen Cansle</u>	<u>X</u>	<u>X</u>			
<u>15</u>	<u>Carla Cefalo</u>	<u>X</u>				
<u>16</u>	<u>Susan Compton</u>					<u>X</u>
<u>17</u>	<u>Andrea Serghis</u>	<u>X</u>	<u>X</u>		<u>X</u>	
<u>18</u>	<u>Rosemary Ryan (Council)</u>	<u>X</u>				
<u>19</u>	<u>Gina Melnyk</u>	<u>X</u>	<u>X</u>	<u>X</u>		
<u>20</u>	<u>Christine Myers</u>	<u>X</u>	<u>X</u>			



## Tri-District Planning Council Members

January 11, 2020

1. Dr. Susan Compton
2. Lenore Kingsmore (Presentor)
3. Denise Furda
4. Diane Knox
5. Christina Egan
6. Dan Layton
7. Lori Skibinski
8. Nancy Messina
9. Brian Rooney
10. Sue Curry
11. Melissa Mohr
12. Ann Prosser
13. Lisa Higgins
14. Sam Angona
15. Randy Wilson
16. Kevin Ilarraza
17. Layla Ilarraza (student)
18. Jill Karshmer
19. Gary Karshmer
20. Holly Akers
21. Kim DaSilva
22. Wendy Glester
23. Renee Johnstone
24. Janet Sherlock
25. Shawn Feeney
26. Karen Talerico
27. Gail Woods
28. Christine Brooks
29. Jim Filoso
30. Edward Buzzrare
31. Russell Karshmer (student)
32. Cheryl Sawyer
33. Karin Massina
34. Alyson Denzler
35. Elizabeth Eittreim
36. Irene Campbell
37. Julie Mahoney
38. Ryan Palamara

# Strategic Planning Renewal Process

## Executive Summary

### **A. Educating the Board to make an informed decision**

In July 2019 Dr. Susan Compton, Superintendent contacted the New Jersey School Boards Association Field Service Representative, Kathy Winecoff regarding the Strategic Planning Renewal process available through the Association to share with the committee.

In August 2019 Dr. Susan Compton contacted New Jersey School Boards Association Field Service Representative, Kathy Winecoff regarding the Strategic Planning Renewal process and set up an appointment with the Board of Education. Mrs. Winecoff met with the full Board of Education on September 16, 2019 to provide information on the process.

The following information supplied to the Board of Education included a review of the following information and requirements:

- Commitment of time and resources
- School and community level involvement
- Strategic planning to meet the needs of the district
- The Board's role in the process
- Potential participants to be included in the process

On September 16, 2019, the Board contracted with NJSBA for these services.

### **B. Pre-Process Planning**

All pre-process materials were sent to Dr. Susan Compton and Mr. Daniel Layton electronically including notices, invitations and internal coordinator job description.

### **C. Planning**

On September 17, 2019 the Strategic Planning calendar was finalized and methods of informing the community and staff of the upcoming meetings were determined.

#### **D. Staff Orientation Meeting**

On September 17, 2019 Dr. Susan Compton and Mr. Daniel Layton, notified the staff of the Strategic Planning Renewal process and as a result the staff had an understanding of the strategic planning process and their opportunities for involvement. Volunteer sign-up forms were distributed.

#### **E. Community Orientation Meeting**

The community was notified through advertisement of the notices as well as by personal invitation by the Superintendent on behalf of the Board of Education. Volunteer sign-up forms were available on the website and the school district's main office.

#### **F. Planning Council Conference**

On October 12, 2019 and January 11, 2020, Kathy Winecoff and Mary Ann Friedman facilitated the Planning Council Conference. Outcomes of the conference included:

1. Strengths, opportunities, key factors, and roadblocks
2. The vision of the future
3. Review of the system of beliefs
4. Review of the district mission statement
5. Goals
6. Strategies/objectives to accomplish the goals

#### **G. Developing the Action Plans**

Kathy Winecoff, Field Service Representative provided the Weekend Outcomes to Dr. Susan Compton and Mr. Daniel Layton who then worked directly with the action teams to do the following:

1. Identify the action plans needed to accomplish the strategies/objectives
2. Select measures for accountability
3. Present action plans to the Planning Council for review

#### **H. Presentation of Strategic Plan to the Board of Education**

NJSBA Field Service Representatives Kathy Winecoff worked with the Superintendent and Internal Coordinator to shape the presentation of the plan to the full Board of Education on **July 20, 2020**.



## Tri- District of Henry Hudson Regional School

### Belief Statements

#### We believe ...

- in creating and recognizing opportunities to come together and build relationships among all stakeholder throughout the Pre-K–12 Tri-District
- all children learn in diverse ways and must be challenged and supported individually in an inclusive environment
- in integrity, social and global awareness and personal accountability
- each child deserves to be known, challenged and supported according to their individual, diverse needs
- a comprehensive curriculum includes equitable access to well-rounded learning experiences including social-emotional, academic and related arts elements
- students should learn to be risk-takers and problem-solvers, become active learners and skillful communicators
- a challenging, academic curriculum balanced with a diverse related arts program will promote emotional intelligence and academic excellence





## Highlands Borough School District

### Belief Statements Group Work

#### **Orange Group:**

- **We believe all children can learn when they regularly attend a safe, healthy and responsive school environment.**
- We believe students must learn to be independent, self-motivated active learners.
- We believe that the school, community, and families must be partners in the education of children.
- **We believe all children learn in diverse ways and must be challenged and supported individually.**

#### **Light Blue Group:**

##### **Academic:**

- **Commitment to 21<sup>st</sup> Century skills and intellectual curiosity**

##### **Social:**

- Develop empathy and tolerance

##### **Civic:**

- Should have the opportunity to serve as community ambassadors

#### **Bright Green Group:**

- All students can learn and should be challenged to reach their full potential.
- Children learn best when they are a part of a safe environment and truly engaged.
- **The goal is to develop productive and responsible citizens and stewards of the environment and our world.**

#### **Fuchsia Group:**

##### **Academic:**

- **Students should learn to be risk-takers and problem-solvers, become active learners and skillful communicators.**
- All students should be challenged to their best ability and are capable of learning.

##### **Social:**

- Self-esteem and educational success are interdependent.
- We value respect, honesty and integrity.
- Students will demonstrate self-reliance, time management and acceptance of personal responsibility.

##### **Civic:**

- **Students will be exposed to and be more active volunteers in various community organizations.**



## Highlands Borough School District

### Belief Statements

#### We believe ...

- all children can learn when they regularly attend a safe, healthy and responsive school environment.
- all children learn in diverse ways and must be challenged and supported individually.
- in a commitment to 21<sup>st</sup> Century skills and intellectual curiosity.
- the goal is to develop productive and responsible citizens and stewards of the environment and our world.
- students should learn to be risk-takers and problem-solvers, become active learners and skillful communicators.
- students will be exposed to and be more active volunteers in various community organizations.



## Highlands Borough School District & The Tri-District of Henry Hudson Regional Schools

### Mission & Vision Statements

As an outgrowth of our commonly held beliefs, the following statement describes why we exist- our uniqueness as an organization. It is a broad and aspirational statement, which addresses what our students need to know, achieve and possess. It may reference the learning environment and may also include the role of staff, and community.

#### **Mission Statement for the Highlands Borough School District:**

The mission of the Highlands Borough School is to provide a safe environment for the study of a challenging and balanced curriculum, which will enable students to become independent and critical thinkers. Opportunities will be provided for students to develop self-esteem, social values, and the motivation needed to continue individual growth while also developing respect for cultural differences. This mission requires an active and responsible partnership of students, staff, community and school board.



#### **Mission Statement for the Tri-District of Henry Hudson Regional Schools:**

Every student will achieve success and graduate as a lifelong learner, globally competitive, prepared for career, college and life.

#### **Vision statement for the Tri-District of Henry Hudson Regional Schools:**

The success of a child is the result of a collaborative partnership of the Tri-District Schools, Boards of Education, staff, children, parents, and communities of Atlantic Highlands and Highlands, New Jersey.



# Highlands Borough School District

## Strengths and Challenges

This process involved community members who brainstormed the strengths and challenges that HES faces and will face in the future during this five year plan. Here are their brainstorming notes.

<p><b><u>Group 1:</u></b></p> <p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"> <li>● Tight-knit community</li> <li>● Small class sizes</li> <li>● Innovative curriculum</li> <li>● Active school community</li> <li>● Collegiality of staff</li> <li>● Collaboration with other school communities</li> <li>● Resourcefulness (community members, staff)</li> <li>● Longevity of teaching staff</li> </ul>	<p><b><u>Group 1:</u></b></p> <p><b><u>Challenges:</u></b></p> <ul style="list-style-type: none"> <li>● Staff can wear many hats (overburden)</li> <li>● Administration turn-over rate</li> <li>● Social media can cause conflicts</li> <li>● Age of building (check on state historical society grants)</li> <li>● Diversity of student needs</li> <li>● Social and emotional wellness</li> <li>● Budget cuts (funding)</li> <li>● Morning traffic (ferry) – more flashing signs (police)</li> </ul>
<p><b><u>Group 2:</u></b></p> <p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"> <li>● Class size</li> <li>● Experienced staff</li> <li>● Small close community</li> <li>● Location! Beautiful</li> <li>● Tradition of multi-generational families sending students</li> <li>● Growth of educational programs and opportunities</li> <li>● Commitment to sustainability</li> <li>● Strong, supportive local business community</li> </ul>	<p><b><u>Group 2:</u></b></p> <p><b><u>Challenges:</u></b></p> <ul style="list-style-type: none"> <li>● Overall population is low</li> <li>● Enrollment</li> <li>● History of below average scores on standardized testing</li> <li>● Location!</li> <li>● Playground is like a fishbowl</li> <li>● Lack of communication with public outside of schools &amp; families</li> <li>● Decreasing State aid</li> </ul>



# Highlands Borough School District

## Strengths and Challenges

### **Group 3:**

#### Strengths:

- Technology
- Curriculum
- Staff
- Facilities
- Class size
- Special Ed services
- Extra Programs (Backpack)
- Collab of Admin & BOE
- Changing community
- Scheduling

### **Group 3:**

#### Challenges:

- Special services (still needy)
- Language instruction
- PD and training for teachers/staff
- Parking lot
- Increased school population
- \$ Money \$
- Parental support (fully using Genesis, Parental support)
- Behavioral / Mental health
- More extracurricular (sports, clubs)
- Consistency (Admin/Staff)

### **Group 4:**

#### Strengths:

- Small class sizes to give individual attention to students
- Ample support staff
- Shared services for Admin staff to save tax \$ (indirect)
- Mobile clinics – dental/eye
- Breakfast after the bell
- Full-time PreK
- Staff mindful of all students well-being
- Teaching life skills

### **Group 4:**

#### Challenges:

- Find ways to be fiscally responsible in the changing world of education
- Elementary school athletics – having enough students to participate
- Training staff with social and emotional education tools
- Teaching students to cope and deal with interpersonal relationship
- Teaching life-skills



# Highlands Borough School District

## Strengths and Challenges

### Group 5:

#### Strengths:

- Staff to student ratio
- Free preschool full-day program
- Security
- Increase in CST members
- Tri-District (being a part of the tri-district)
- Free breakfast
- Experienced staff
- Small community environment
- G&T program
- Improving test scores

### Group 5:

#### Challenges:

- Collaboration between school and home
- Parental involvement
- Communication
- Perceptions of school and programming
- Limited clubs – due to small school size
- Behavioral challenges
- Budget cuts
- Social and emotional challenges

## Common Threads

#### Strengths:

- Class size
- Dedicated staff – experience
- Location
- Growth of achievements & programs
- Technology – availability
- Program offerings
- Breakfast after the bell
- Mobile clinics
- Backpacks & program
- Environmental awareness

#### Challenges:

- \$\$\$
- Perception
- Communication
- Social/Emotional Learning
- Lack of extracurricular programs
- Behavioral challenges
- Parental skills & support
- Enrollment
- Training for staff
- Parking lot
- Administrative turn-over



# Highlands Borough School District

## Visioning Groups

The HES Strategic Planning process involves having community members brainstorm and “think outside the box” as to what they would like to envision for the Highlands Elementary School when it is published on social media. These are their ideas. This enables individuals to widen their expectations for the future of Henry Hudson Regional School.

<p style="text-align: center;">Grouped By Birthday January - June</p>	<p><u>Initiatives:</u></p> <ul style="list-style-type: none"> <li>● Collaboration with the community: shared Borough resources and outreach; Garden Club, Sports/Rec, HBAC (Highlands Borough Arts Council), PTAK, etc.</li> <li>● Increased attendance</li> <li>● Top Standardized Test Scores</li> <li>● Excellent extracurricular activities: Theater, Art, Sports, Debate, Odyssey of the Mind, Chess</li> <li>● Great Initiatives: Solar panels, composting, recycling, community garden, rain garden</li> <li>● Exposure to Career/Future Paths</li> <li>● STEAM programs</li> <li>● Student wellness, Health Initiatives, coping skills, mental health, physical health</li> <li>● Robust program for volunteering and civil service</li> </ul>
<p style="text-align: center;">Grouped by Birthday: July - December</p>	<p><u>Initiatives:</u></p> <ul style="list-style-type: none"> <li>● Self-sufficiency (solar panels) or better use of our garden (ran by Mr. Perkins)</li> <li>● Healthy, happy students who are active and socially aware</li> <li>● Increased and steady population</li> <li>● Expanded programs, such as ELL, behavioral classrooms, extracurricular activities to meet diverse learners</li> <li>● More students qualifying for magnet schools and/or success at Henry Hudson</li> </ul>



## Highlands Borough School District

### Goals and Strategies

The strategic planning group assembled for this session and brainstormed the most important goals and strategies for the future success of Highlands Elementary School. The notes are a composition of post-it notes that were placed on each of the goal areas for all to see and discuss.

#### **Goal Areas:**

1. **Student Learning / Success**
2. **Social Emotional Learning – School Climate & Culture**
3. **Communication – Outreach & Engagement**
4. **Facilities / Finance**

#### **Goal 1: Student Learning / Success**

##### **Strategies (Post Its):**

- Internship with Borough and local businesses
- Promote volunteerism to get many projects done
- Increase volume of promotions – expand reach (newspapers, Borough page, patch.com, social media)

#### **Goal 2: Social Emotional Learning – School Climate & Culture**

##### **Strategies (Post Its):**

- Bring back morning meeting in the classroom
- Secure grant money to implement programs that focus on wellness, i.e. yoga, meditation, rock painting
- Mindfulness club in morning for students
- Emotional Regulation: have a therapy dog program similar to the one at Hudson
- Funding for a health coach to promote good health habits throughout the school as part of a wellness campaign.
- Increase counseling services





## Highlands Borough School District

### Goals and Strategies

#### **Goal 3: Communication – Outreach & Engagement**

##### **Strategies (Post Its):**

- Internship with Highlands Borough and local businesses
- Invite local businesses to talk to kids
- Partner with HBP to sponsor business experiences with students
- Every teacher has access to PR relations

#### **Goal 4: Facilities / Finance**

##### **Strategies (Post Its):**

- Partner with HBAC to sponsor art programs featuring out students
- Partner with HBD & HBAC to develop rain garden
- Air conditioning in gym
- Obtain funding to hire a health coach for staff & students to educate physical and mental wellness



## Goal Area #1: Student Learning/Success

The Highlands Elementary school district will ensure equitable access to an excellent educational experience that promotes achievement of the New Jersey Student Learning Standards and prepares students for success in the future.

### ALIGNED OBJECTIVES:

1. Develop, teach and maintain a rigorous, standards-aligned curriculum.
2. Build and sustain capacity to deliver data-informed differentiated instruction.
3. Maximize student access to diverse, well-rounded educational experiences.

OBJECTIVE	STRATEGIES	TIMEFRAME	RESPONSIBLE PARTIES	EVIDENCE OF ATTAINMENT
1. Develop, teach and maintain a rigorous, standards-aligned curriculum	Revise and update curriculum documents in alignment with 2020 update release schedule: <ul style="list-style-type: none"> <li>● 2020-2021: Science, Visual and Performing Arts, World Languages, 21<sup>st</sup> Century Life and Careers</li> <li>● 2021-2022: Comprehensive Health and Phys. Ed., Social Studies, Technology</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2021</li> <li>● 2021-2022</li> </ul>	<ul style="list-style-type: none"> <li>● Curriculum Director</li> <li>● Teachers</li> </ul>	<ul style="list-style-type: none"> <li>● Standards-aligned curriculum documents,</li> <li>● board agenda approval,</li> <li>● QSAC approval</li> </ul>
	Update and maintain the 5-year curriculum review/revision cycle, budgeting and planning accordingly	<ul style="list-style-type: none"> <li>● 2022-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Curriculum Director</li> <li>● Business Administrator</li> </ul>	<ul style="list-style-type: none"> <li>● Revised 5-year cycle,</li> <li>● curriculum documents,</li> <li>● board agenda approval,</li> <li>● QSAC approval</li> </ul>
	Ensure that lesson plans & instruction demonstrates alignment to standards and curriculum and are differentiated to support diverse learning needs	<ul style="list-style-type: none"> <li>● 2020 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Building Administration</li> <li>● Curriculum Director</li> <li>● Special Education Supervisor</li> <li>● Teaching Staff</li> </ul>	<ul style="list-style-type: none"> <li>● Lessons Plans in Genesis</li> <li>● Staff Observation Reports</li> </ul>
	Realignment of teaching schedules to support the teaching of ELA & Math blocks	<ul style="list-style-type: none"> <li>● 2020 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Building Principal</li> <li>● Curriculum Director</li> <li>● Scheduling Committee</li> <li>● Teaching Staff</li> </ul>	<ul style="list-style-type: none"> <li>● Staff Surveys</li> <li>● Scheduling Committee Agendas</li> <li>● Teaching Schedules</li> </ul>
	Expansion of PD opportunities for staff to develop & implement best teaching practices	<ul style="list-style-type: none"> <li>● 2020 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Business Administrator</li> <li>● Building Principal</li> <li>● Curriculum Director</li> <li>● Special Education Supervisor</li> <li>● Teaching Staff</li> </ul>	<ul style="list-style-type: none"> <li>● PD Attendance Certification</li> <li>● PD Purchase Orders</li> <li>● Lesson Plans</li> <li>● Observation Reports</li> </ul>

<p>2. Build and sustain capacity to deliver data-informed differentiated instruction.</p>	<p>Expand on opportunities for staff to collaborate and engage in data analysis to plan instruction</p> <ul style="list-style-type: none"> <li>● Faculty meeting redesign</li> <li>● PLC conversations</li> <li>● Co-planning sessions</li> <li>● Department meetings</li> </ul>	<ul style="list-style-type: none"> <li>● 2020 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Building Principal</li> <li>● Curriculum Director</li> <li>● Special Education Supervisor</li> <li>● Staff Members</li> </ul>	<ul style="list-style-type: none"> <li>● Teaching Schedules</li> <li>● Meeting Agendas</li> <li>● Data Analysis Sheets</li> <li>● Lesson Plans</li> </ul>
	<p>Implementation on-going assessments for the purpose of understanding students' learning needs:</p> <ul style="list-style-type: none"> <li>● i-Ready or other on-line diagnostic testing</li> <li>● Reading Leveling System</li> <li>● Unit/topic pre-assessments</li> <li>● CST assessments</li> </ul>	<ul style="list-style-type: none"> <li>● 2020 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Building Principal</li> <li>● Curriculum Director</li> <li>● Special Education Supervisor</li> <li>● Staff Members</li> <li>● CST Members</li> </ul>	<ul style="list-style-type: none"> <li>● Assessment Calendar</li> <li>● Lesson Plans</li> <li>● Assessment Data Sheets</li> <li>● Invoices for on-line diagnostic testing</li> <li>● CST Reports</li> </ul>
	<p>Purchase and train staff on specialized programs to support student achievement. Examples include:</p> <ul style="list-style-type: none"> <li>● Wilson</li> <li>● Ed Mark</li> <li>● Ready Math</li> <li>● Word Study</li> <li>● SEL programs</li> </ul>	<ul style="list-style-type: none"> <li>● 2020 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Business Administrator</li> <li>● Building Principal</li> <li>● Curriculum Director</li> <li>● BOE</li> <li>● Special Education Supervisor</li> <li>● Staff Members</li> </ul>	<ul style="list-style-type: none"> <li>● Purchase Orders/Invoices</li> <li>● PD Plans</li> <li>● PD Attendance Sheets</li> <li>● Lesson Plans</li> <li>● Assessment Data</li> </ul>
<p>3. Maximize student access to diverse, well-rounded educational experiences.</p>	<p>Seek and engage in class field trips that align to educational standards and/or support 21st Century Competency skills</p>	<ul style="list-style-type: none"> <li>● 2020 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Business Administrator</li> <li>● Building Administrator</li> <li>● BOE/Educational Committee &amp; Finance Committee</li> <li>● Staff Members</li> </ul>	<ul style="list-style-type: none"> <li>● Trip Request Form</li> <li>● School Calendar</li> </ul>
	<p>Seek and adopt schoolwide assemblies that support educational and/or character development goals.</p>	<ul style="list-style-type: none"> <li>● 2020 -2021</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Building Administrator</li> <li>● BOE</li> <li>● PTO</li> <li>● Staff Members</li> </ul>	<ul style="list-style-type: none"> <li>● Program Description</li> <li>● PO/Invoice</li> <li>● School Calendar</li> </ul>
	<p>Realign extracurricular programs and schoolwide initiatives to support high student engagement and current educational trends. Some examples may include:</p> <ul style="list-style-type: none"> <li>● new afterschool clubs</li> <li>● redesign of Science Fair to Innovation Fair</li> <li>● replacing Spelling Bee with team problem solving event</li> </ul>	<ul style="list-style-type: none"> <li>● 2021 -2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Business Administrator</li> <li>● Building Administrator</li> <li>● BOE</li> <li>● Staff Members</li> </ul>	<ul style="list-style-type: none"> <li>● Job Descriptions &amp; Postings</li> <li>● Personnel Agendas</li> <li>● Program Fliers/Brochures</li> <li>● Attendee Rosters</li> </ul>



## Goal Area #2: Social Emotional Learning - School Climate & Culture

The Highlands Elementary school district will ensure equitable access to an excellent educational experience that promotes achievement of the New Jersey Student Learning Standards and prepares students for success in the future.

### ALIGNED OBJECTIVES:

1. Establish safe and secure learning environments that contribute to the social and emotional wellness of students and staff.
2. Provide opportunities for the school community to gain a better understanding of how to provide social and emotional support for their children/students during and beyond the school environment through available district, local, county and state resources.
3. Increase our capacity to provide more support for our students and their families social and emotional wellness during and beyond the school day.

OBJECTIVE	STRATEGIES	TIMEFRAME	RESPONSIBLE PARTIES	EVIDENCE OF ATTAINMENT
1. Establish safe and secure learning environments that contribute to the social and emotional wellness of students and staff.	Identify program(s) that promote healthy and responsible choices to improve students abilities to cope with challenging social/emotional and academic situations <ul style="list-style-type: none"> <li>● Implement a program or programs to promote healthy and responsible choices that provide students strategies to utilize in challenging social/emotional and academic situations.</li> </ul>	<ul style="list-style-type: none"> <li>● 2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>● Building Administration</li> <li>● School Social Worker</li> <li>● School Psychologist</li> <li>● Learning Disabled Teacher Consultant</li> <li>● Instructional Staff</li> <li>● School Nurse</li> </ul>	<ul style="list-style-type: none"> <li>● Data from district chosen program(s)</li> <li>● School climate survey data that demonstrates growth from the baseline survey sent out in December of 2019</li> <li>● Analyze disciplinary data demonstrating a decline in referrals and improved student behavior</li> <li>● Substance Abuse Programs</li> <li>● Hygiene, Nutrition and Personal Care Guidance</li> <li>● Online &amp; In Person Trainings</li> </ul>
	Identify appropriate professional learning that provides consistency of social/emotional practice across grade levels <ul style="list-style-type: none"> <li>● Implement professional learning that provides consistency of social/emotional practice across grade levels</li> </ul>	<ul style="list-style-type: none"> <li>● 2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>● School Improvement Panel (ScIP) Team</li> <li>● Building Administration</li> <li>● Director of Curriculum</li> <li>● Supervisor of Special Services</li> </ul>	<ul style="list-style-type: none"> <li>● Professional Learning Day Surveys</li> <li>● Artifacts from Professional Learning Communities/Professional Learning Networks</li> <li>● Artifacts of ScIP Team Meetings</li> </ul>
	Provide supportive social/emotional and academic learning	<ul style="list-style-type: none"> <li>● 2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>● Building Administration</li> <li>● Supervisor of Special Services</li> <li>● Curriculum Director</li> </ul>	<ul style="list-style-type: none"> <li>● Creation of a special education procedure manual</li> </ul>

	<p>environments that are responsive to students needs</p> <ul style="list-style-type: none"> <li>Through the redevelopment of our I&amp;RS team to more of a multi-tiered system of support we will provide targeted interventions to improve student achievement</li> </ul>		<ul style="list-style-type: none"> <li>Schools Intervention Team inclusive of Staff Members</li> <li>Instructional Staff</li> </ul>	<ul style="list-style-type: none"> <li>Revised intervention referral process outlining tiered intervention supports to increase student achievement</li> <li>Artifacts from intervention meetings</li> </ul>
	<ul style="list-style-type: none"> <li>Design and outfit a "sensory paths" on two floors for physical engagement</li> </ul>	<ul style="list-style-type: none"> <li>2021 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Building Administration</li> <li>Custodial Staff</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders</li> <li>Building MAP</li> <li>Photo Images</li> </ul>
	<ul style="list-style-type: none"> <li>Implement SEL practices such as: mindfulness activities, brain breaks, yoga practices, etc.</li> </ul>	<ul style="list-style-type: none"> <li>2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Teachers</li> <li>Paraprofessionals</li> <li>CST members</li> </ul>	<ul style="list-style-type: none"> <li>Staff Lesson Plans</li> <li>Classroom Observation</li> </ul>
2. Provide opportunities for the school community to gain a better understanding of how to provide social and emotional support for their children/students during and beyond the school environment through available district, local, county and state resources.	<p>To increase families awareness of how to support their children(s) social/emotional and academic well-being beyond the school environment</p> <ul style="list-style-type: none"> <li>Host community outreach programs to provide an understanding for families to gain knowledge about available resources to support their child(s) social/emotional and academic wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Building Administration</li> <li>Supervisor of Special Services</li> <li>Director of Curriculum</li> <li>Child Study Team Members</li> <li>School Nurse</li> </ul>	<ul style="list-style-type: none"> <li>Informational tables at school sponsored events from community organizations</li> <li>Artifacts of hosted community outreach programs</li> </ul>
	<ul style="list-style-type: none"> <li>Create an on-line warehouse of resources available to families to support social, emotional and mental health needs.</li> </ul>	<ul style="list-style-type: none"> <li>2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Child Study Team Members</li> </ul>	<ul style="list-style-type: none"> <li>School web-site/</li> <li>Social Worker staff page</li> </ul>
3. Increase our capacity to provide more support for our students and their families social and emotional wellness during and beyond the school day.	<p>Restructure Child Study Team caseload distribution to provide more opportunity student counseling</p> <ul style="list-style-type: none"> <li>Realign the caseload management of the Child Study Team to ensure maximized time for counseling by our school Social Worker and Psychologist</li> </ul>	<ul style="list-style-type: none"> <li>2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor of Special Services</li> <li>Building Administration</li> <li>School Social Worker</li> <li>School Psychologist</li> <li>Pertinent Child Study Team Members</li> </ul>	<ul style="list-style-type: none"> <li>Counseling Schedules</li> <li>Artifacts demonstrating caseload distribution</li> </ul>
	<ul style="list-style-type: none"> <li>Revise the duties and responsibilities of the school social worker to include the implementation of classroom lessons across grades K - 6.</li> </ul>	<ul style="list-style-type: none"> <li>2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>Building Administration</li> <li>Special Ed Supervisor</li> <li>Curriculum Director</li> <li>Social Worker</li> </ul>	<ul style="list-style-type: none"> <li>Social Worker Schedule</li> <li>Lesson Plans</li> </ul>



### Goal Area #3: Communication - Outreach & Engagement

The Highlands Elementary school district will ensure equitable access to an excellent educational experience that promotes achievement of the New Jersey Student Learning Standards and prepares students for success in the future.

#### ALIGNED OBJECTIVES:

1. To increase community engagement making stakeholders active participants in our school community.
2. To increase community awareness ensuring that the school community and beyond hear about the great accomplishments and initiatives of our school district.
3. To increase community support to enhance the student learning experience.

OBJECTIVE	STRATEGIES	TIMEFRAME	RESPONSIBLE PARTIES	EVIDENCE OF ATTAINMENT
1. To increase community engagement making stakeholders active participants in our school community.	Strengthen two-way communication with parents to create opportunities based on feedback <ul style="list-style-type: none"> <li>● Parental advisory committees</li> <li>● Encourage attendance at monthly PTO meetings by increased promotion of upcoming meetings</li> <li>● Increasing digital platforms to promote transparency</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent/Designee</li> <li>● District Administration</li> <li>● School based Staff</li> </ul>	<ul style="list-style-type: none"> <li>● Parent Feedback</li> <li>● Communication Analytics</li> <li>● Program and Community Involvement</li> <li>● Community Interaction Meetings</li> </ul>
	<ul style="list-style-type: none"> <li>● Increase the use of surveys to seek input from community members (ex. School Mascot)</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2021</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent</li> <li>● Building Administrator</li> <li>● Administrative Assistants</li> <li>● Teachers/Staff Members</li> </ul>	<ul style="list-style-type: none"> <li>● Google Form Survey results</li> </ul>
2. To increase community awareness ensuring that the school community and beyond hear about the great accomplishments and initiatives of our school district.	Broaden communication to all stakeholders <ul style="list-style-type: none"> <li>● Promote our successes to the local and extended community</li> <li>● Utilize multiple social media platforms to increase awareness of school initiatives and accomplishments.</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent/Designee</li> <li>● District Administration</li> <li>● School based Staff</li> </ul>	<ul style="list-style-type: none"> <li>● Communication Analytics</li> <li>● Community Interaction Meetings</li> <li>● Published Documentation with Local Media</li> </ul>
	<ul style="list-style-type: none"> <li>● Consistently utilize HES branding strategies (#OspreyPride, Crest Logo, Revised Letterhead, Spirit Wear, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Tri-District Administration</li> <li>● Administrative Assistants</li> <li>● Teachers/Staff Members</li> <li>● BOE members</li> </ul>	<ul style="list-style-type: none"> <li>● Building correspondence</li> <li>● Social Media posts</li> <li>● Spirit Wear orders</li> </ul>

<p>3. To increase community support to enhance the student learning experience.</p>	<p>Enhance partnership with businesses and community groups</p> <ul style="list-style-type: none"> <li>● Increase the presence of community organizations at school sponsored events</li> <li>● Host a career day assembly/showcase</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent/Designee</li> <li>● District Administration</li> <li>● School based Staff</li> </ul>	<ul style="list-style-type: none"> <li>● Communication Analytics</li> <li>● Program and Community Involvement</li> <li>● Community Interaction Meetings</li> <li>● Partnership Agreements Expanded</li> <li>● Staff and Student Feedback</li> </ul>
	<p>Establish student driven learning opportunities</p> <ul style="list-style-type: none"> <li>● Provide social media education</li> <li>● Provide more opportunities for peer mentoring</li> <li>● Promote an environment that increases student leadership amongst peers</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent/Designee</li> <li>● District Administration</li> <li>● School based Staff</li> </ul>	<ul style="list-style-type: none"> <li>● Evidence of Social Media Education Implementation</li> <li>● Evidence of established student driven learning opportunities</li> <li>● The use of student organizations to implement peer leadership</li> </ul>
	<ul style="list-style-type: none"> <li>● Send a parent survey to identify careers or skills that can be used to support HES programming.</li> </ul>	<ul style="list-style-type: none"> <li>● 2020 - 2025</li> </ul>	<ul style="list-style-type: none"> <li>● Building Administrator</li> <li>● Community Members</li> </ul>	<ul style="list-style-type: none"> <li>● Google Form Community Survey</li> <li>● Volunteer training sign-in sheet</li> <li>● Schedule of volunteer events</li> </ul>
	<p>Increase philanthropy projects in the school and larger school community.</p> <ul style="list-style-type: none"> <li>● Have student clubs (Student Council, Honor Society, Green Team, etc) seek out opportunities to engage in philanthropy activities in HES</li> </ul>	<p>2020 - 2025</p>	<p>Building Administrator Student Club Advisors Students Community Members</p>	<ul style="list-style-type: none"> <li>● Compiled list of philanthropy projects</li> <li>● Student club notes</li> <li>● Press releases on events</li> <li>● Correspondence with local businesses/organizations</li> </ul>



### Goal Area #4: Facilities/Finance

The Highlands Elementary school district will ensure equitable access to an excellent educational experience that promotes achievement of the New Jersey Student Learning Standards and prepares students for success in the future.

#### ALIGNED OBJECTIVES:

1. Efficiency and Accountability: Establish priorities and budget with fidelity to ensure priorities are met.
2. Facilities/Where We Learn: Identify ways to maximize the quality of current facilities and make them more attractive to students, staff and community in conjunction with the district's Long Range Facility Plan.
3. Revenue: Identify and consider potential new revenue sources including local, state, federal, non-profit and corporate grants

OBJECTIVE	STRATEGIES	TIMEFRAME	RESPONSIBLE PARTIES	EVIDENCE OF ATTAINMENT
1. Efficiency and Accountability: Establish priorities and budget with fidelity to ensure priorities are met.	Evaluate the impact of programs and expenditures on student learning. <ul style="list-style-type: none"> <li>● Conduct educational program evaluations to determine if the benefits and usage outweigh the costs</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent/Designee</li> <li>● School Business Administrator</li> <li>● District Administration</li> <li>● Curriculum Director</li> <li>● Supervisor of Special Services</li> </ul>	<ul style="list-style-type: none"> <li>● Completed program evaluation of district resources for student learning</li> </ul>
	Improve internal and external stakeholder perception of the value of the district services for tax dollars spent while maintaining a balanced and sustainable short and long-term budgets. <ul style="list-style-type: none"> <li>● Public Budget Hearing</li> <li>● Public Friendly Budget Document Posted on the District Website</li> <li>● Public Relations regarding our Districts Budget</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent/Designee</li> <li>● School Business Administrator</li> <li>● District Administration</li> </ul>	<ul style="list-style-type: none"> <li>● Meeting Agendas</li> <li>● Completed Budget for Community Access</li> <li>● Published promotions of district budget process</li> </ul>
2. Facilities/Where We Learn: Identify ways to maximize the quality of current facilities and make them more attractive to students, staff and community in conjunction with the district's Long Range Facility Plan.	Plan and implement Facility, Security and Technology upgrades. <ul style="list-style-type: none"> <li>● Committee Meetings</li> <li>● Administrative Meetings</li> <li>● Apply for grant funds</li> </ul>	<ul style="list-style-type: none"> <li>● 2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>● Superintendent/Designee</li> <li>● SchoolBusiness Administrator</li> <li>● District Administration</li> </ul>	<ul style="list-style-type: none"> <li>● Meeting Agendas</li> <li>● Developed plan to improve facilities, security and technology.</li> </ul>



	<ul style="list-style-type: none"> <li>Redesign and reform the technology room to a "Innovation Lab" that supports STEAM initiatives and 21st Century competency skills.</li> </ul>	<ul style="list-style-type: none"> <li>2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Business Administrator</li> <li>Building Principal</li> <li>BOE</li> <li>Curriculum Director</li> <li>Technology Specialists</li> <li>Staff Members</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders/Invoices</li> <li>I-Lab Floor Plan</li> <li>Master Schedule</li> <li>BOE Agenda</li> </ul>
	<ul style="list-style-type: none"> <li>Enhancements to the outdoor learning spaces, such as: Osprey Garden</li> </ul>	<ul style="list-style-type: none"> <li>2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Business Administrator</li> <li>Building Principal</li> <li>BOE</li> <li>Staff Members</li> <li>Custodial Staff</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders/Invoices</li> <li>BOE Agenda</li> </ul>
	<p>Upgrade and expand building-wide technology:</p> <ul style="list-style-type: none"> <li>Chromebook replenishment</li> <li>Laptop/</li> <li>Chromebooks for staff</li> <li>Projector replacements</li> </ul>	<ul style="list-style-type: none"> <li>2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Business Administrator</li> <li>Building Principal</li> <li>BOE</li> <li>Technology Specialists</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders/Invoices</li> <li>Committee Meeting Agendas</li> </ul>
3. Revenue: Identify and consider potential new revenue sources including local, state, federal, non-profit and corporate grants	<p>Apply for local, state, federal and non-profit grant opportunities.</p> <ul style="list-style-type: none"> <li>Research opportunities</li> <li>Apply for grant funds. Examples include but not limited to: <ul style="list-style-type: none"> <li>Title 1</li> <li>Title 3</li> <li>ESSA</li> <li>IDEA</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent/Designee</li> <li>SchoolBusiness Administrator</li> <li>District Administration</li> <li>School Staff</li> </ul>	<ul style="list-style-type: none"> <li>Completed applications for grant opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>Encourage staff members to apply for Educational Foundation Grants and grants offered through local business/organizations</li> </ul>	<ul style="list-style-type: none"> <li>2020-2025</li> </ul>	<ul style="list-style-type: none"> <li>Building Administration</li> <li>Staff Members</li> <li>BOE</li> </ul>	<ul style="list-style-type: none"> <li>Staff Correspondence</li> <li>Grant Applications</li> </ul>

# Highlands Borough School District

## APPENDIX A

### District Communication





## HIGHLANDS ELEMENTARY SCHOOL

MR. DANIEL LAYTON . PRINCIPAL

SUSAN E. COMPTON, Ed.D . SUPERINTENDENT

October 4, 2019

Dear Members of the Highlands Elementary School District Community:

As Principal of Highlands Elementary School, and with our Tri-District Superintendent, it is our pleasure on behalf of the Highlands Board of Education to invite you to participate in our Strategic Plan Renewal Process. This committee will be a focused group of 25 to 45 members, consisting of community leaders, parents, staff representatives, students, and school district administration. We will work together to identify both the strengths of the school district (those special attributes that we can build on as we move into the future) and the critical issues that we face (the challenges that the district must be prepared for in the future). We will work in both small and large groups, and discussion will lead us to a consensus document that will identify our community's vision, mission and beliefs. The Highlands Board of Education will use this document to help shape future goals for the district as we move forward.

The Strategic Planning Meeting will meet on Saturday, October 12, 2019 from 9:00 to 1:00 in the Highlands Elementary School Gymnasium. Also, we will be providing breakfast and lunch during this meeting.

Kathy Winecoff and Mary Ann Friedman from the New Jersey School Boards Association will serve as our planning facilitators for this strategic planning process. We are reaching out to a wide variety of leaders within our community in an effort to have input and collaboration with all constituencies. We hope that you will offer to participate and will encourage others to do so as well. We hope to see you on Saturday, October 12, 2019 here at Highlands Elementary School.

Sincerely,

Mr. Dan Layton, Principal and Internal Coordinator of the Strategic Plan  
Dr. Susan Compton, Tri-District Superintendent



## HIGHLANDS ELEMENTARY SCHOOL

MR. DANIEL LAYTON . PRINCIPAL

SUSAN E. COMPTON, Ed.D . SUPERINTENDENT

October 8, 2019

Dear Highlands Elementary School Community:

We are beginning a strategic planning process that, with your input, will help us ensure that our efforts are aligned to move the district forward and prepare future generations of children for success. The strategic plan will be developed over the next several months and presented in the Spring of 2020 by the Highlands Board of Education along with students, staff, and administration. This comprehensive plan will provide the blueprint for improvement during the 2020-2025 school years.

We deeply value the insight and input of our families and community members, and we know that collaboration is the key to meeting the needs of all students. To that end, we are pleased to present a survey that will help us understand your perceptions of what we are doing well, areas of potential growth, and your hopes and aspirations for the students of Highlands Elementary School.

We thank those of you who were able to join us on Saturday, October 5<sup>th</sup> to participate in the “Profile of a Graduate” development process, wherein community members from both Atlantic Highlands and Highlands worked together to discuss the skills, competencies, and attributes that students should be equipped with when they graduate. Together with the information from the community surveys, the Profile of a Graduate will provide guidance and a “north star” around which to orient our Tri-District strategic plans.

Please, take a few minutes and respond to the *Strategic Planning: 2019 School Community Input Survey* with the link that is provided for you. Your responses are entirely confidential. We deeply appreciate your time, and thank you for directly contributing to district planning and decision-making as we continue to shape the future, one student at a time.

Sincerely,

Mr. Dan Layton, Principal and Internal Coordinator of the Strategic Plan

Dr. Susan Compton, Tri-District Superintendent



## HIGHLANDS ELEMENTARY SCHOOL

MR. DANIEL LAYTON . PRINCIPAL

SUSAN E. COMPTON, Ed.D . SUPERINTENDENT

December 20, 2019

Dear Henry Hudson Tri-District Community Members:

As the Tri-District Superintendent of Schools, and on behalf of the Boards of Education and the administrative teams of Atlantic Highlands Elementary, Highlands Elementary, and Henry Hudson Regional Schools, it is my pleasure to invite you to participate in our Tri-District Strategic Plan Renewal Process. Together with a team of 30-45 community and school members, we will revisit the Tri-District Strategic Plan originally developed in 2014, as well as the Profile of a Graduate developed with Tri-District stakeholders on October 5, 2019. This process will culminate in a co-created collective vision and plan that articulates our aspirations for all students in the Tri-District – not only as students, but also as well-equipped, successful citizens thriving in a rapidly changing world.

The Tri-District Strategic Plan working session will be held on Saturday, January 11, 2020 from 9:00 a.m. to 1:00 p.m. in the Henry Hudson Regional School Cafetorium. We ask you to please join us as we collaborate on that day to unify the great work done in each school district at their respective district-level Strategic Planning sessions. We will provide breakfast and lunch during this meeting, and Kathy Winecoff and Mary Ann Friedman from the New Jersey School Boards Association will serve as our planning facilitators. All our community members – families, residents, business owners, teachers, students, and any other interested parties – are invited to participate.

If you cannot attend this event in person, we would still appreciate your insight and input. Please visit the school websites to access the Strategic Planning surveys and share your thoughts.

We believe that schools must partner with families and community members to ensure that the needs of all students are met. We hope that you will participate and encourage others to do so as well.

Sincerely,

Dr. Susan E. Compton

Tri-District Superintendent of Schools

# Highlands Borough School District

## APPENDIX B

### State of the Schools Presentation





# Strategic Planning



**Highlands Elementary School  
October 12, 2019**



## **The Highlands Board of Education**

*Mrs. Diane Knox - President*

*Mrs. Suzanne Thomas -Vice President*

*Mrs. Irene Campbell*

*Mrs. Rebecca Kane*

*Mrs. Regina Melnyk*

*Mrs. Nancy Messina*

*Mrs. Robin Sanfratello*

**And The Tri-District Superintendent,**

*Dr. Susan E. Compton*





## H.E.S. Mission Statement

The mission of Highlands Borough School District is to provide a safe environment for the study of a challenging and balanced curriculum which, will enable students to become independent and critical thinkers. We expect that all students will achieve the New Jersey Student Learning Standards at all grade levels. Opportunities will be provided for students to develop self-esteem, social values, and the motivation needed to continue individual growth while also developing a respect for cultural differences. This mission requires an active and responsible partnership of students, staff, community, and school board.



## State of the School Report

*Pride, Tradition and Excellence*

### Environmental Scan: Total Student Enrollment: 179

- 49.7% Free and Reduced Lunch
- 21.2 % Special Education
- Support Staff: 4 - (1:1) Instructional Aides; 8 - Instructional Aides (2 100% Funded by Pre-K Expansion Aide)
- Teaching Staff: 12 - General Education Teachers; 5 - Special Education Teachers; 2 - Academic Support Instruction Teachers (64% of one ASI teachers salary is federally funded); 1 - Gifted & Talented Teacher; 6 - Part Time Related Arts Teachers
- Full Time School Nurse
- Administrative Assistants: 4 (Business Office, Main Office, Superintendent/Principal Assistant, CST & C&I)
- Child Study Team: 1 - Full Time Social Worker; Part Time LDTC (2.5 Days per week) Part Time Psychologist (1 Day Per Week)
- Contracted Service Providers: Speech, PT, OT, Behaviorist (Scheduled as needed)
- Administrative Team: 1 Full Time Principal, ½ Special Education Supervisor, Curriculum Director and Superintendent, Business Administrator.





# State of the School Report

*Pride, Tradition and Excellence*

## Student Achievement

- Received a passing score for Instruction & Program during our 2019 QSAC review
  - Rigorous Curricula in Compliance with State Requirements
- Updated Instruction Program Resources: Reading, Math & Science
- Purchased 72 New Chromebooks 1:1 for Grades 3-6
- Received a Grant from the HHTDEF for 30 iPADS
- NJ Lighthouse District Award 12/1/2017
- Recipient of Pre-School Expansion Aid (\$75,000 Annual Award) - Making our program fully funded by Federal and State aid
- Implementation of a Content Based Enrichment Program for Grades 5 & 6



# State of the School Report

*Pride, Tradition and Excellence*

## Facility Updates

- Installation of 3 water bottle filling stations/fountains
- Installed a state of the art security cameras
- Installed a security vestibule and front walkways with pavilion overhang
- Remodelled a restroom (ADA Compliant)
- Installed a restroom in a kindergarten classroom
- Upgraded Windows and HVAC throughout HES
- Installed new flooring in room 111
- Osprey Garden Upgrades (Sprinkler System)





# State of the School Report

*Pride, Tradition and Excellence*

## Notable Achievements

- “Gold” Safe Routes to School for 2017-2019
- “Bronze” Certified Sustainable Jersey School 2017-2020
- Received three \$2000 grant awards to install water bottle filling stations/fountains
- NJ Lighthouse District Award 12/1/2017
  - Featured on WPIX 11 for Student Achievement Growth
- Backpack Program
- Free Breakfast after the Bell



# Highlands Borough School District

## APPENDIX C

### Crumble & Toss Activity Statements



## **Crumble & Toss Activity Statements**

### **The one thing that I took away from the weekend's activities:**

- The input regarding our school improvement is valued. The concerns for improving are accurate and aligned with the current progress being made.
- Great things come from collaboration.
- How few people are in this session.
- The power of coming to consensus about shared visions and aspirations for the future; starting broad and crystalizing an idea.
- We get so much done when we come together and collaborate and everyone wants kiddos to do more volunteering.
- I learned that every aspect of the community directly impacts the school.
- The commitment of the school in fostering an environment for learning that seriously addresses anxiety with mindfulness.
- Stakeholders generally see the same strengths/concerns. Need to continue to work together on strengths to address concerns
- Common goals with many attendees
- I think that most people are in agreement with the needs of the district. Parents do have insight into weaknesses of the school community.
- The need to move forward and truly partner with our town council, partnerships, recreational department, etc.