

**NORTH HUNTERDON / VOORHEES REGIONAL SCHOOL DISTRICT STRATEGIC PLAN
ACTION PLAN**

ACADEMIC GOAL 1: By June 2002, the district will establish and implement procedures to recruit, hire and retain a world-class faculty and provide the resources to do so.

STRATEGY 1: To recruit and hire highly qualified teachers.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Attend a variety of job fairs through out the year to recruit the best available educators. Host a job fair	District and building administration and/or supervisors	Released time, travel expenses.	Money	Ongoing	Adequate members of highly qualified candidates will be interviewed.
Advertise career opportunities in newspapers, professional journals and on appropriate internet sites	District Office personnel	None	Money	Ongoing	Large numbers of qualified applicants respond.
Revise salary guide to be competitive with other top performing districts in the state	Negotiation teams	Budget process	Money	2002	Successfully competing with other top districts.
Consider additional incentives to attract world class faculty		The budget process	Funding	Ongoing	Large number of qualified candidates

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ACADEMIC GOAL 1: By June 2002, the district will establish and implement procedures to recruit, hire and retain a world-class faculty and provide the resources to do so.

STRATEGY 2: Establish a mentoring program to insure professional growth of new teachers.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Monthly session to concentrate on specific topics such as discipline strategies, brain based learning, rapport building, establishing routines, etc.	Building coordinator of Staff development	Building staff	Money	2002	Completed infusion workshops.
Observe veteran staff who teach the skills targeted at previous meetings	Building staff	Building staff	Money	2002	Classroom observation
Classroom observations with pre/post conferences monthly	Building coordinator of staff development	Building staff	Money	2002	Participation in pre/post conference
Year 2 follow the same format as year 1.		Building staff		2003	Teaching strategies included in lessons.
Year 3: same format as year 2 with topics selected by teacher. The bi monthly meetings become monthly meetings to focus on individual growth and skills.		Building staff		2004	Teacher develops a portfolio.

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ACADEMIC GOAL 1: By June 2002, the district will establish and implement procedures to recruit, hire and retain a world-class faculty and provide the resources to do so.

STRATEGY 3: Revise the evaluation process to promote continual professional growth.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Revise the evaluation process to include different domains or tiers.	Administrators, supervisors and teachers	Funds and released time (training)	Resistance to change "Who moved my Cheese?"	2003	Retention of outstanding faculty Increased Staff morale
Directive supervision- all non-tenured teachers. Includes a. Mentoring b. New teacher training c. Professional dev. portfolio/professional growth plan d. Annual evaluation summary report	Mentor, new teachers Admin. Supervisors	Funds and released time (training)			
Self –directed Professional growth pathway. May include: a. Refinement of practice b. Acquisition of new skills c. Redesign or restructuring – building/district initiatives d. Develop curricular goals e. Student outcomes/assessment f. Special population- learning opportunities	See above	See above			
Professional assistance pathway. Two phases a. Awareness phase b. Professional assistance	See above	See above			

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ACADEMIC GOAL 2: By 2003 as part of the five year curriculum revision cycle specific technology competencies will be identified and incorporated into every discipline.

STRATEGY: Infuse technology competencies into the curriculum

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Technology Personnel will attend a minimum of one departmental meeting for each discipline.	Technology Coordinator Department Supervisors	Time	Schedules	Sept. 2002	Meeting agendas
Develop a list of broad based and subject specific technology competencies and reconcile the two lists.	Technology Coordinator	Time	Schedules	Sept. 2002	Committee participation
Incorporate at least one competency in the resource based instruction unit for each course.	Media Specialist, Department Supervisors	Time	Schedules	June. 2003	Tech competent and Bench mark every grade
Write specific competencies into curriculum guides.	Curriculum Committee	Time	Schedules	June. 2004	Revised Curricula Guides
Develop timelines for the implementation of projects resulting in the desired competencies	Department Supervisors	Time	Schedules	June. 2004	Classroom Observation PIPs

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ACADEMIC GOAL 3: By 2004, students will exercise more control of their own education by choosing from a broad mix of electives within disciplines in order to meet core content standards.

STRATEGY 1: Students will be able to meet graduation requirements through more elective options.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Survey departments for suggestions for electives to provide students with more choices, while still addressing NJCCS	Dept. Chairs, Teachers and Admin.	Teacher expertise	Time	1 month	Survey has been devised, distributed and reviewed
Curriculum committee reviews surveys and suggests curriculum changes	Dept. Chairs, Teachers and Admin.	Faculty, parents, students, advisory committee	Time	1 month	Meetings have been conducted and suggestions compiled
Departments infuse changes through the five-year curriculum revision cycle	Dept. Supervisors and Teachers	Funds for summer curriculum work	1-5years	1-5 years	Revision of the curriculum to include new offerings

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ACADEMIC GOAL 3: By 2004, students will exercise more control of their own education by choosing from a broad mix of electives within disciplines in order to meet core content standards.

STRATEGY 2: Students will pursue an avenue of personal interest by designing and completing a major project.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Convene a committee to observe and review other schools' projects.	Teachers and Admin.	Other schools; parents, students.	Time, money for professional days.	6 months	Team has reviewed and discussed options.
Report findings to broader school community for feedback.	Teachers and Administrators	Money		2-3 Months	Feedback reviewed by the project committee.
Implement and assess pilot project.	Teachers, Administrators	Money	Time, resistance from students, staff, parents.	6 months	Pilot program running.

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ACADEMIC GOAL 3: By 2004, students will exercise more control of their own education by choosing from a broad mix of electives within disciplines in order to meet core content standards.

STRATEGY 3: Every student will have the experience of performing community service.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Convene a committee to review/ brainstorm opportunities for community service	Teachers Administrators	School service orgs. Other service programs, Community programs.	Time, money for professional days	2002	Team has compiled and reviewed service options.
Coordinate school resources, contact and bring on board community opportunities	Teachers Administrators	School service orgs. Other service programs, Community programs.	Time, money for professional days	2002	Team has visited 2 schools
Establish service goals, criteria, methods of assessment and tracking process Implement pilot project Assessment is completed	Teachers Administrators Teachers Administrators Teachers Administrators	Findings form survey of other schools' and research data. Money Money	Time, money for professional days Time money resistance from community	2003 2003 2004	Service goals Projects registered Results of assessment

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ACADEMIC GOAL 3: By 2004, students will exercise more control of their own education by choosing from a broad mix of electives within disciplines in order to meet core content standards.

STRATEGY 4: Ensure that all students obtain the appropriate reading skills to become lifelong learners.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Convene a committee to review reading skills research: define grade-appropriate reading skills, activities, methods	Teachers Admin. Reading Specialists	Special ed. dept. NJ colleges & universities, media center research resources	Time and money for professional days	2002	Team has compiled and reviewed research data
Devise a cross-disciplinary curriculum plan to integrate appropriate reading skill instruction into every 9th grade	Teachers and Admin.	Research data	Time and money for professional days	2003	Curriculum plan has been devised
Arrange summer curriculum work	Teachers and Admin.	Staff	Time, money, and staff resistance	2003	Revision of 9th grade curricula to incorporate reading skills instructions
Implement teacher training	Teachers and Admin	Staff		2004	Teachers have been trained.

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ACADEMIC GOAL 3: By 2004, students will exercise more control of their own education by choosing from a broad mix of electives within disciplines in order to meet core content standards.

STRATEGY 5: Ensure that all students obtain the appropriate study skills to become lifelong learners.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Convene a committee to review study skills research: define grade-appropriate study skills, activities, methods	Teachers Admin. And CST	Special ed. dept. NJ colleges & universities, media center research resources	Time and money for professional days	3 months	Team has compiled and reviewed research data.
Devise a cross-disciplinary curriculum plan to integrate appropriate study skill instruction into every 9th grade	Teachers and Admin.	Research data	Time and money for professional days	3 months	Curriculum plan has been devised.
Arrange summer curriculum work	Teachers and Admin.	Staff	Time, money, and staff resistance	3 months	Revision of 9th grade curricula to incorporate study skills instructions.
Implement teacher training	Teachers and Admin	Staff	Resistance from teachers, time in the curricula		Teachers have been trained.

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ACADEMIC GOAL 4: By September 2005, class sizes will be established for each department to allow for an optimal instructional environment.

STRATEGY: Research the effect of class size on instruction and incorporate the finding in determining staffing needs.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Study latest research on class size.	Coordinate teachers, Supervisors & Experts	ERIC reports, Articles from the latest research.	Substitute pay, Summer hours	2002	Compilation of research
Based on the collected data from above, visit top academic schools or programs in the area that have reduced class size.	Committee Members	Release time, travel expenses	Substitute pay, Summer hours	2002	Analysis of successful schools or programs
Determine staffing needs prior to budget finalization.	3. Determine staffing needs prior to budget finalization.	Dept. Staffing reports and future enrollment figures.	Budget	2003	Reduction in Class size
By 2004, no class should exceed 25 in core academic areas.	District and Admin.	Staffing reports and needs	Budget, Space	2004	Reduction in class size

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ACADEMIC GOAL 5: By September 2005, develop a schedule to optimize instructional periods for every discipline.

STRATEGY: Research and adopt a schedule that maximizes effective instruction.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
A scheduling committee comprised of administrators, teaching staff & parents to study effective scheduling options	Administration	None	None	2002	Committee meets
Scheduling committee surveys teaching staff regarding optimal class time, # of periods/ day, passing time, & possible school year revision	Scheduling Committee	Profess. Staff	None	2002	Surveys are designed, returned & analyzed by committee
Committee researches various effective scheduling options by consulting the internet or other reference sources, visiting exemplary districts, etc.	Scheduling Committee	Release time, Computer access, travel expense	Budget	2003	Committee presents report containing scheduling recommendations
Administration studies scheduling committee report & recommends any proposed changes to School Board	Administration & School Board	None	None	2004	Board approves any changes
Administration assembles & disseminates information concerning any scheduling changes to staff, students, & parents, and provides opportunities for staff development	Administration	Funding for method of distribution Information	Budget	2005	Instructional schedule is optimized.

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WHOLE CHILD GOAL 1: By fall 2002, provide a supportive environment for all students that emphasize personal staff advisors and additional attention for freshmen.

STRATEGY: Establish a personal faculty advisor for each student and establish freshman teams.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Identify a Coordinator for Advisor Program	Coordinator	Time, Salary	Financial, staff	Fall 2002	Hiring by Bd. of Ed.
Visit identified exemplary working models of Advisor Programs	Coordinator and Committee	Time, travel, reimbursement	Time, financial, staff	Fall 2002	Report and analysis
Gain support of staff through effective curriculum and training	Coordinator and faculty	Time, Curriculum Coordinator	Time, curriculum, Financial	Fall 2003	Coordinator report to Bd. of Ed.
Equitable assignment of students to staff	All students and faculty	Staff, time	Staff, time	Fall 2004	List of assignees to advisors
Develop individual student learning profile on teams, based on testing, and kept in ongoing four-year student portfolio	Freshmen, team teachers	Tests, students, team teachers	Tests, time, faculty	Fall 2002	Individual portfolios with profiles

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WHOLE CHILD GOAL 2: By 2004, all students will be exposed to at least one cross-cultural experience.

STRATEGY: Departments, clubs, and activities will develop and implement cross-cultural activities.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Develop curricular activities that provide cross-cultural activities within each content area	Inter-departmental committee	Time, salary	Financial, staff, time	Fall 2004	Departmental reports
Offer and encourage participation in cross-cultural extra-curricular activities	Club advisors and coaches	Time	Time, staff	Fall 2004	Club and sport activities list
Documentation of participation in activity to be kept in student portfolio	Advisors (faculty)	Portfolios	Time	Fall 2004	Advisors' reports

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WHOLE CHILD GOAL 3: By the Class of 2005, students will have participated in a community service project, during their high school years.

STRATEGY: Students will participate, respond, and document community service activities.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Prior to senior year, student will complete at least 30 hours of community service	Advisors (faculty)	Time	Staff, time	Fall 2004	Advisor reports
Establish criteria for acceptable community service participation	Coordinator	Time	Time, documentation	Fall 2004	List of criteria
Provide list of appropriate community service activities already in existence	Coordinator	Time, club advisors	Time	Fall 2004	List of activities
Proof of participation and response must be submitted to advisor for monitoring of hours	Advisors (faculty)	Time, student portfolio	Time	Fall 2005	Expanded student portfolio
Documentation and log sheet to be kept in student portfolio	Advisors (faculty)	Time, student portfolio	Time	Fall 2005	Verification and log sheets

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WHOLE CHILD GOAL 4: By the class of 2006, prior to graduation, each student will develop a personal education program through which he or she will set a goal, devise and implement a plan, and report on the outcome.

STRATEGY: Each student will add to individual personal profile from freshman year by documenting goals set and the degree of success achieved.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Using the profile established freshman year as a springboard students will develop their personal educational program	All faculty and students	Time, salary	Financial, staff	Fall 2004	Expanded student portfolio
Student's advisor will guide the personal education program's development and implementation	Advisors (all faculty)	Time	Time, staff	Fall 2004	Expanded student portfolio
Coordinator will verify advisors' follow-throughs of students' programs	Coordinator	Time, reports, Coordinator	Time	Fall 2004	Advisors' reports
Documentation of personal education program to become part of on-going four-year student portfolio	Advisors (faculty)	Staff, time	Staff, time	Fall 2004	Expanded student portfolio

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FAC./ENVIRON. GOAL 1: By June 2002, the district, working with sending districts, will develop a long-range facility plan designed to take us to 2007.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Develop a joint planning council or committee consisting of representatives from each off the sending districts, as well as, Polytech.	Board of Education members from all sending district schools and Polytech, Planning Board representatives Community representation including parents, students, senior citizens, business, etc.	Meeting space and supplies	Time, Budget constraints	Develop committee by June 2002.	Creation of a joint district planning council.

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FAC./ENVIRON. GOAL 2: By 2004 facilities will include healthy, comfortable environments conducive to learning.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
To increase the space available in both schools by supporting the efforts to create a separate full curricular vocational high school and re-evaluating the current Polytech philosophy on an as needed basis.	Board of Education	Board of Education, County Freeholders, Polytech Administration	Time, Budget constraints Available space	Fall of 2005	Establishment of a separate facility for vocational education
Examine and improve exterior lighting at both schools to enhance security and safety.	District Maintenance staff Outside lighting consultant	District Maintenance staff	Budget constraints	Before Fall 2003	Adequate lighting for security and safety concerns.
Increase handicapped accessibility at both high schools by studying each entrance, and studying the feasibility of providing a second elevator and/or upgrade the existing elevator at North Hunterdon Regional HS.	District Maintenance staff Outside engineering consultant	Architect District Maintenance staff	Budget constraints, time	Complete By 2005	Multiple handicapped access points to the building and second floor.
Undertake feasibility study concerning supplying air conditioning to North that would allow for extension of the school year and replacing/upgrading existing systems at both schools.	District Maintenance staff Outside engineering consultant	District Maintenance staff Outside engineering consultant	Budget constraints, time	Complete By 2005	Create an environment conducive to a longer school year.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Begin the process of preparing of Long Range Financial/Facilities planning by setting aside funds for future capital projects i.e. land purchases, co-curricula expansion and other major capital expenditures..	Board of Education Real Estate Concerns.	Board of Education, County and Local Planning Boards	Time, Budget Constraints	Begin process 2001	Adequate real estate resources for future growth.

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FAC./ENVIRON. GOAL 3: By 2005 the technology available in our schools will expand educational opportunities for each student and staff member based on a set of criteria to be determined.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Supply advanced multimedia presentation equipment in quantities sufficient to meet academic department needs. Currently projected to be approximately one-system/two classrooms (some fixed others mobile).	District Technology, Maintenance, Supervisory and teaching staff.	Technology staff. Staff development	Time, Budget constraints	Begin in stages: 1/3 in Sept 2002 1/3 in Sept. 2003 1/3 in Sept. 2004	Administrative/department supervisors Usage report. Academic assessment
Make available laptop computers for all staff that would have wireless capabilities in both schools.	District Technology Staff, Department Supervisors	Technology staff, Staff development personnel	\$ purchase vs. lease Budget constraints	Before Fall 2004	Department supervisors report Access of services anywhere in both schools.
Develop dedicated distance learning center in both schools.	District technology and educational staffs.	Technology & educational staffs.	Budget constraints, time	Complete By 2005	Classroom programs and usage. Students participation
Develop distance learning partnership with sending district schools	District and sending district staffs.	Technology & educational staffs.	Budget constraints, time	Complete By 2005	Classroom programs and usage.

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PART. /COMM. GOAL 1: By June 2002, an exemplary articulation program will be in place with all 12 sending districts participating. (K-12)

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Superintendents meet at roundtable and encourage their curriculum teams to meet at least bi-annually.	Asst. Superintendent Department Chairs Curriculum Coordinators	Roundtables, Individual Curriculum Committees	Time and Money	2002	Meetings with sending districts
High School Depart. Chairs meet with counterparts in elementary schools to develop K-12 curriculum	Depart. Chairs & Curriculum Coordinators	Individual building staffs	Time and Money	2002	Meeting
K-12 curriculum guides developed	Building Staff			2003	Curriculum document

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PART. /COMM. GOAL 2: By June 2003, the district will have established and implemented an effective communications plan (internal/external), including identification of responsible staff member(s).

STRATEGY 1: Establish a District level position to coordinate all communications.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Hire a Communications Director	Communications Director Technical Personnel Teaching Staff Clerical Support	Local Citizens Public Media Comcast RCN Technical Equipment	Money	2003	New position
Develop a communications plan designed to engage staff, students and citizens. This plan will include a web site, newsletter, public media and other communications.	Same as above	Same as above	Same as above	2002	Plan
Develop live classroom links to homebound students, other schools and the community.	Same as above	Same as above	Same as above	2004	Links established
Develop live classroom links to corporations to promote interaction with guest speakers.	Same as above	Same as above	Same as above	2004	Links established
Provide cable TV with examples of student achievements. Establish a list of community resources. Develop teamwork between North and Voorhees through common academic involvement, shared use of communications, facilities and community service objectives. By January 2002, develop a comprehensive system of direct 2-way communication between board, administration, staff, students and community that results in a better understanding of issues, enhanced teamwork and improved school climate.				2002 2001 2002 2002	TV show List

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PART. /COMM. GOAL 2: By June 2003, the district will have established and implemented an effective communications plan (internal/external), including identification of responsible staff member(s).

STRATEGY 2: Broaden our utilization of computers to achieve improved internal/external communication.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
All administrative staff will have laptop computers.	Teaching Staff Technical Personnel	Technical Training	Technical Training	9/2001	
All professional staff will have laptop computers.	Teaching Staff Technical Personnel	Technical Training Technical Equipment		9/2002	
Teachers shall respond within two days to parent/community requests for information received by voicemail or e-mail as shown by positive reaction of parents/community.	Same as above	Same as above		9/2001	
All teachers will check e-mail daily and will use e-mail as their primary mode of communication.				2002	
All teachers' homework assignments, course objectives and scheduled activities will be available on-line. Develop the ability to teleconference with parents/teachers/students. Student report card grades and progress report evaluations will be available on-line. Communicate policy changes and board topics to parents/students by e-mail or on-line.				2003 2004 2003 2002	

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PART. /COMM. GOAL 2: By June 2003, the district will have established and implemented an effective communications plan (internal/external), including identification of responsible staff member(s).

STRATEGY 3: Enhance Board/Staff relationship by implementing a program to expand involvement and communication with both groups.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
A liaison group is to be initiated to foster a positive team building relationship between the Board of Education	Administration, Teachers, B of Ed.			2002	
Develop a schedule of department-by-department presentations to the Board of Education that will ensure good communication about program developments and department activities.	Administration, Teachers, B of Ed. & Dept. Supervisors			2002	

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PART. /COMM. GOAL 3: By June 2003, expand the academic partnerships with other institutions to broaden educational opportunities.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
College level classes will be available on campus for qualifying students through partnerships with local community colleges.	Building staff	Building staff & colleges	Contract	2002	College classes offered
Develop partnerships with local institutions of learning that provides all students complimentary growth opportunities to meet individual objectives.	Building staff & colleges		Money	2003	Partnerships
College classes online (Distance Learning, Distance Education) for qualifying students.	Building staff & colleges & tech dept.	Building staff & colleges	Computer availability	2003	Classes offered
Develop a method that allows our students to achieve college credit for courses taken in high school	Building staff & colleges	Building staff & colleges		2004	Classes offered

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PART. /COMM. GOAL 4: By June 2004, establish links with the community to foster a spectrum of educational experiences to help children reach their full potential.

STRATEGY: Establish community links in order to provide students with real world educational experiences.

Action Plan / Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Implement a plan to actively liaison with area businesses to develop shared learning experiences.	Building Administration and Staff	Building Staff and Area Business	Time and Money	2003	Plan
Develop a local “job bank” for students to gain meaningful employment experience (Work/Study Program Internships).	Building Administration and Staff	Building Staff and Area Business	Time and Money	2003	Job Bank
Develop a mentoring program in which community members (seniors, volunteers) are available to aid students in academic/career planning.	Building Administration and Staff	Building Staff and Area Business	Time and Money	2003	List of community Volunteers
Develop partnerships with local businesses/organizations for student apprenticeships related to building trades or other occupations.	Building Administration and Staff	Building Staff and Area Business	Time and Money	2004	Partnerships