



Creating a Strategic Plan for the Northfield Community School District

Mission Statement

As the center of our community, Northfield Community School provides our children the opportunity to achieve their greatest potential and prepares them to compete and excel in the global 21st century society.

Session 3 Developing Strategic Planning Goals & Objectives

On December 12, 2016, Northfield Community School District administrators, Board of Education members, staff, parents, township committee and community members, thirty (30) in all, came together for the third and final strategic planning meeting. The topic for the third meeting was focused on developing strategic planning goals and objectives for the Northfield Community School District. The meeting began with a welcome and introduction by Board President, Steve Wynne. Facilitators Mary Ann Friedman and Kathy Winecoff, from New Jersey School Boards Association (NJSBA), were introduced and provided an overview of the strategic planning process.

We began the evening with a review of the strategic planning process and consensus building. Copies of the outcomes from meetings 1 & 2, along with goal areas were provided for each participant.

The activity for the December 12, 2016 meeting was to develop goal statements and objectives for each goal area. Each participant selected a “goal area” of their interest and choosing. The initiatives from the previous two strategic planning sessions were utilized to develop the goal statements and objectives by the attendees.

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.

Northfield Community School District Strategic Planning Meeting #3 Outcomes

At the conclusion of Meeting #2, four (4) goal areas emerged from the common themes identified by the group at large:

1. Student Success
2. Community / Parental Involvement
 - a. Parental Education
 - b. Community Outreach
3. Finance
 - a. Alternative funding sources
 - b. Maximize shared services
4. Safety & Security

The strengths and challenges, vision and initiatives have been grouped under the goal area that applies. Please note that items may appear under several goal areas.

Northfield Community School District Strategic Planning Meeting #3 Outcomes

Goal Area: Student Success

Strengths	Challenges
High quality T's (Teachers)	Change in student population, i.e., ESL (English as Second Language), Special Ed., enrollment #'s
+ Board support	Curriculum/Instruction, i.e., Math, PLC's (Professional Learning Communities), PD (Professional Development), PARCC
Student/Teacher ratio	Regional articulation
Data collection/use	Ed Camps (would like to see more academic structure)
Parent/Teacher communication	Character Ed (Middle School), digital literacy, service learning
STEAM/Digital lab	Cross-curricular writing
Clubs/Activities	Scheduling/times
Facilities/Campus	Outside/Recess time (more recess in Elementary School)
Strategic Planning	Enrichment/Advance placement/teaching (need better understanding of the placement process)
PTA/PTO/NML (Northfield Mother's League)	Video/TV watching
Technology	Parent involvement
Maker Space	Limited space in Extra-Curricular activities
Curriculum	Homework – no consistency
Library time (Elementary School)	Differentiated instruction in ELA (English Language Arts) and Math (leveled reading instruction)
Birch Grove Park	Social Emotional Learning
Fiscal Management/Responsibility	Communication between staff and parents
Recycling	Parking/Drop-off/Pick-up
Ed Camp	Consistency
The Arts	Loss of employment (community)
Climate	Economy
Parent Portal	ESL (English as Second Language) resources
Parent involvement	New students transferring to district (data/student records)
Security - strong security system	Transient population
Small community	Articulation between Elementary/Middle/High School
Up-to-date technology with a budget	Improving website
Creative staff	Cross-curricular cohesion (creating activities in all contents)
Strong administration	More time for PD (Professional Development)
Students	Keeping up with current technology
Community support	HVAC
Well-trained staff	Traffic
BOE innovation	Consistent vertical curriculum
Flexible/nimble – resources, SACC (School-Age Child Care)/programs	Balance of curriculum and state testing requirements
"Green" approach	Budget constraints
Google District (Google Classroom, Google Docs, Gmail, etc.)	Over-taxing of resources (expanding population, tuition students)
Teachers/School Climate (Not temperature)	Partnership with police – traffic, Resource Officer
Superintendent	CST - initial evaluation/assessment process - Communication and updates - Concerns of quick fix solutions rather than long term goals
Police partnership	

Northfield Community School District Strategic Planning Meeting #3 Outcomes

Goal Area: Student Success

Vision	Initiatives
Target the individual student’s strengths and weaknesses thru technological advancements, hands-on learning, community involvement and a dynamic fluid curriculum.	Differentiation Student Portfolios Student-led instruction Progress Monitoring One-on-One technology (State of the Art) Hands-on learning Cross-curricular cohesion Active learning
Work to provide a well-rounded educational experience for our children	Adhere to physical fitness state mandate (150m/week) 50 minute prep for teachers Modify school schedule Revisit lunch schedule Build relationship between classroom and community (volunteering) PD (Professional Development)
Establishing a culture and climate that is inclusive, respectful of the unique needs of the individual learner, while encouraging a school climate of innovation, entrepreneurship in support of academic excellence.	Movement and mobility Encouraging the incorporation of inquiry learning, as exemplified by our STEAM program
Develop more efficient use of facility to create increased instructional time to increase learning	Scheduling K-8 Maximize time management Recess Explore options of lunch More student – teacher contact time Reduce student teacher ratio
Stay current with technology to maximize impact on student learning	Use STEAM to help students learn Provide PD (Professional Development) for teachers on use of technology More opportunities to use hands-on technology (K-4), i.e., 3-D printers More opportunities for a progression to build critical thinkers
Climate	Communication Staff
Instruction	Relevant to students Technology Consistency (horizontally & vertically) – scope and sequence should be fluid and spiral Writing PD (Professional Development) best practices and tried and true instructional strategies Data – using information for student instruction Scheduling
Economy	Facilities technology

Northfield Community School District Strategic Planning Meeting #3 Outcomes

Goal Area: Community / Parental Involvement

Strengths	Challenges
Parent/Teacher communication	Change in student population, i.e., ESL (English as Second Language), Special Ed., enrollment #'s
Strategic Planning	Enrichment/Advance placement/teaching (need better understanding of the placement process)
PTO/NML (Northfield Mother's League)	Parent involvement
PTA	Communication between staff and parents
Parent Portal	Parking / Drop-off / Pick-up
Parent involvement	Loss of employment (community)
Small community	Economy
Google District (Google Classroom, Google Docs, Gmail, etc.)	ESL (English as Second Language) resources
Community support	New students transferring to district (data/student records)
BOE innovation	Transient population
"Green" approach	Improving website
Facilities/Campus	Traffic
Community	Over-taxing of resources (expanding population, tuition students)
Police partnership	Communication and updates
+ BOE support	
Vision	Initiatives
Target the individual student's strengths and weaknesses thru technological advancements, hands-on learning, community involvement and a dynamic fluid curriculum.	Parent involvement
Work to provide a well-rounded educational experience for our children.	Build relationship between classroom and community (volunteering)
Climate	Parental involvement (Educating parents, involvement in academics, flipped classroom for parents (videos) on various topics)

Northfield Community School District Strategic Planning Meeting #3 Outcomes

Goal Area: Finance

Strengths	Challenges
Facilities	Change in student population, i.e., ESL (English as Second Language), Special Ed., enrollment #'s
Technology	Scheduling / times
Maker Space	Parking / Drop-off / Pick-up
Curriculum	Loss of employment (community)
STEAM lab	Economy
Fiscal Management	ESL (English as Second Language) resources
Recycling	New students transferring to district (data/student records)
Technology	Transient population
Ed Camp	Cross-curricular cohesion (creating activities in all contents)
Security	More time for PD (Professional Development)
Climate	Keeping up with current technology
Strong security system	HVAC
Up-to-date technology with a budget	Scheduling (Recess)
Fiscally responsible	Economy/enrollment
STEAM (Science, Technology, Engineering, Arts, Mathematics)	Traffic
Technology	Budget constraints
Facilities	Over-taxing of resources (expanding population, tuition students)
"Green" approach	
Teachers/School Climate (Not temperature)	
Technology	
Facilities/Campus	
+ BOE support	

Northfield Community School District Strategic Planning Meeting #3 Outcomes

Goal Area: Finance

Vision	Initiatives
Target the individual student’s strengths and weaknesses thru technological advancements, hands-on learning, community involvement and a dynamic fluid curriculum.	One-on-One technology (State of the Art)
Work to provide a well-rounded educational experience for our children	Adhere to physical fitness state mandate (150m/week) 50 minute prep for teachers Modify school schedule Revisit lunch schedule PD (Professional Development)
	Encouraging the incorporation of inquiry learning, as exemplified by our STEAM program
Develop more efficient use of facility to create increased instructional time to increase learning	Scheduling K-8 Explore options of lunch More student – teacher contact time Reduce student teacher ratio
Stay current with technology to maximize impact on student learning	Use STEAM to help students learn Provide PD (Professional Development) for teachers on use of technology More opportunities to use hands on technology (K-4), i.e., 3-D printers
Climate	Parental involvement (Educating parents, involvement in academics, flipped classroom for parents (videos) on various topics)
Instruction	Technology PD (Professional Development) best practices and tried and true instructional strategies Scheduling
Economy	Facilities Technology

Goal Area: Safety & Security

Strengths	Challenges
Facilities	Parking / Drop-off / Pick-up
Security	Partnership with police-traffic, Resource Officer
Climate	
Strong security system	
Security	
Well-trained staff	
BOE innovation	
Police partnership	
Technology	
Facilities/Campus	
+ BOE support	
Vision	Initiatives
Target the individual student’s strengths and weaknesses thru technological advancements, hands-on learning, community involvement and a dynamic fluid curriculum.	One-on-one technology (State of the Art)
Develop more efficient use of facility to create increased instructional time to increase learning	Recess
Stay current with technology to maximize impact on student learning	More opportunities to use hands on technology (K-4), i.e., 3-D printers
Economy	Facilities Technology

Northfield Community School District Strategic Planning Meeting #3 Outcomes

Utilizing the information from Meetings #1 and #2, the following goal statements and objectives were developed by the small groups. Consensus was achieved in the individual groups. Each small group then reported out and consensus was achieved by the larger group.

Northfield Community School Strategic Planning Goals

1. Student Success

Goal: Work to provide a well-rounded educational experience for our children through providing a curriculum that addresses social-emotional learning, using data to inform decisions and developing staff expertise.

Objectives:

- Create a plan to update curriculum and obtain resources to deliver NJ Standards to students of all abilities.
- Professional Development – develop PD plan to allow for staff to collaborate, explore best practices and develop their expertise in teaching.
- Character Ed/Social-Emotional Learning – explore new ways to allow for social-emotional development opportunities for students.
- Gather and use relevant data to inform decisions for students and programs.

2. Safety & Security

Goal: Continue to be proactive with regard to the ever-changing safety and security needs and requirements of our district.

Objectives:

- Continue enhanced professional development for the staff and administration specific to safety and security.
- Develop a traffic and circulation enforcement plan for drop-off and pick-up.
- Review school perimeter access points.
- Research additional programs for the health, wellness, safety of the students, example: DARE, SADD.

3. Finance

Goal: Practice fiscal responsibility to fund student success.

Objectives:

- Pursue alternative funding, including marketing our tuition program.
- Manage capital and maintenance reserves, to maintain and improve facilities and infrastructure.
- Investigate grant writing opportunities (NJSBA, NJ Clean Energy, ATLANTICARE)
- Explore sharing (shared services) opportunities.

4. Community / Parental Involvement

Goal: To continue to facilitate and refine open lines of communication between the district, families and community to maximize educational opportunities for NCS students.

Objectives:

- To increase parental awareness and understanding of school programs, i.e.,
 - Guides
 - Parent academy
 - Parent nights
 - Website
 - Volunteering
- To continue to strengthen and grow community relationships and involvement, i.e.,
 - Local businesses
 - Use of facilities
 - Community events
 - Farmers market
 - Spring garage sale
 - Volunteering
- To revamp district website to be more user-friendly, interactive and informative.

Next Steps

The Superintendent will develop action plans to implement the vision and goals developed in the 3D 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
5. Indicators of success

All participants will be invited to attend the board meeting on February 27, 2017 when the final strategic plan, along with the action plans, will be presented to the Board of Education by Mary Ann Friedman, NJSBA, Field Service Representative.

Thank you to all of the participants who gave of their time, energy and talents to contribute to the strategic plan for the Northfield Community School District! It has been a pleasure to work with you.