



STRATEGIC PLAN 2025-2030

Prepared for the

ISLAND HEIGHTS SCHOOL DISTRICT ISLAND HEIGHTS, NEW JERSEY

Facilitated by NJSBA Field Services Department
Dr. Laurie Bandlow - Field Service Representative
Mary Ann Friedman - Senior Field Service Representative





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ACKNOWLEDGEMENTS

The Island Heights School District's Strategic Planning process, completed during the 2024 - 2025 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

ISLAND HEIGHTS SCHOOL DISTRICT BOARD OF EDUCATION 2024

Maureen DeSanto, President	Timothy Rehm, Superintendent
Brooke Kelly-Smith, Vice-President	Craig Lorentzen, Business Administrator
Ashley Edwards, Board Member	Lillian Brendel, Board Secretary
A. Robert King, Board Member	
Bob MacNeal, Board Member	
Kristofor Sabey, Board Member	
Dana Weber, Board Member	

ISLAND HEIGHTS SCHOOL DISTRICT BOARD OF EDUCATION 2025

Bob MacNeal, President	Timothy Rehm, Superintendent
A. Robert King, Vice-President	Craig Lorentzen, Business Administrator
Quinn Arevalo, Board Member	Lillian Brendel, Board Secretary
Maureen DeSanto, Board Member	
Ashley Edwards, Board Member	
Dana Weber, Board Member	
Cody Wilber, Board Member	

NEW JERSEY SCHOOL BOARDS ASSOCIATION

Mary Ann Friedman, Senior Field Service Representative
Dr. Laurie Bandlow, Field Service Representative



ATTENDEE LISTING MEETING #1

October 17, 2024

1. Timothy Rehm
2. Lillian Brendel
3. Lisa Royer
4. Beth Smutz
5. Kelly Torres
6. Dave Block
7. Maureen DeSanto
8. Brooke Nelson
9. Ashley Edwards
10. Quinn Arevalo
11. Cody Wilber
12. Bob MacNeal
13. Barbara Parisi
14. Frank Parisi
15. Linda Garvey
16. Eric Bornebusch
17. A. Robert King



ATTENDEE LISTING MEETING #2

November 19, 2024

1. Timothy Rehm
2. Lillian Brendel
3. Lisa Royer
4. Brooke Nelson
5. Bob MacNeal
6. Linda Garvey
7. Bob King
8. Kelly Torres
9. Cody Wilber
10. Frank Parisi
11. Ashley E. Edwards
12. Jason LoMouro
13. Dana Weber
14. Quinn Arevalo
15. Beth Smutz



ATTENDEE LISTING MEETING #3

December 17, 2024

1. Lillian Brendel
2. Lisa Royer
3. Maureen DeSanto
4. Brooke Nelson
5. Bob MacNeal
6. Bob King
7. Kelly Torres
8. Linda Garvey
9. Frank Parisi
10. Barbara Parisi
11. Cody Wilber
12. Dana Weber
13. Quinn Arevalo
14. Beth Smutz



STRATEGIC PLANNING PROCESS

Executive Summary

A. EDUCATING THE BOARD TO MAKE AN INFORMED DECISION

On July 30, 2024, the Island Heights School District Superintendent and Board Secretary, met virtually with Mary Ann Friedman, Senior Field Service Representative for New Jersey School Boards Association (NJSBA), to discuss NJSBA's strategic planning services. The calendar, sample listing of stakeholder groups and invitation templates were provided to the Superintendent.

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

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

On August 14, 2024, the Board of Education approved NJSBA's 3D Strategic Planning service for the district.

B. 3D STRATEGIC PLAN MEETINGS

On October 17, 2024, seventeen (17) attendees, November 19, 2024, fifteen (15) attendees, and December 17, 2024, fourteen (14) attendees, parents, community members, staff, and administrators came together for strategic planning. Mary Ann Friedman, Senior Field Service Representative and Dr. Laurie Bandlow, Field Service Representative from NJSBA facilitated the Strategic Planning meetings. Outcomes of these meetings include:

1. Strengths and Challenges of the Island Heights School District
2. Vision 2025 – 2030
3. Strategic Plan Goals and Objectives

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

(Appendix A: State of the School Report)

(Appendix B: Meeting 1 – Strengths & Challenges Outcomes)

(Appendix C – Meeting 2 – Vision 2030 Outcomes)

(Appendix D – Meeting 3 – Strategic Planning Goal Setting Outcomes)



C. DEVELOPING THE ACTION PLANS

The Superintendent and administrative team developed action plans to implement the vision and goals developed in the 3D Strategic Plan. The action plans 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 for each activity

(Appendix E – Action Plans)

D. PRESENTATION OF THE STRATEGIC PLAN

NJSBA Field Service Representative **Mary Ann Friedman** will present the final Strategic Plan to the Board of Education and community on **June 11, 2025**.

E. NEXT STEPS

Following the presentation of the final plan, the Board of Education will review and adopt the strategic plan. Upon approval of the plan, by the board of education, the final plan should be placed on the district website for staff, parents, and community members to access and follow.

The superintendent and administrative team will implement the action plans for each of the identified goals. A copy of the plan should be on the board table at each board meeting to provide a framework for decision-making.

An annual State of the Strategic Plan presentation is highly recommended to reflect the progress being made on the strategic planning goals.



MISSION STATEMENT

The mission of the Island Heights Grade School is to provide a safe and nurturing community where diversity is celebrated, mutual respect among adults and children is practiced, and where parents and caregivers are seen as valued partners in layering the foundation of life-long learning.

Island Heights Grade School creates an environment supportive of courageous endeavors and committed to helping all children achieve academic excellence through intellectual, creative, and physical challenges, enabling them to function as productive and successful citizens in a changing society.



GOAL AREAS

1. Student Growth & Success
2. Facilities & Finance
3. Community Engagement / Involvement
4. School Culture & Climate
5. Safety & Security



GOAL AREA #1

STUDENT GROWTH & SUCCESS

Goal Area: Student Growth & Success

Goal Statement: To enhance student growth and success in order to optimize learning outcomes.

Objectives:

- Lower teacher to student ratio.
- Provide specialized instruction / staff training.
- Maintain teacher retention to provide traditions / community connections to support student growth and success.
- Offer good balance of technology and hands-on.

See Action Plans for all major activities.



GOAL AREA #2

FACILITIES & FINANCE

Goal Area: Facilities & Finance

Goal Statement: Continue to enhance facilities to meet the future.

Objectives:

- Provide adequate facilities to meet the educational goals of our students.
- Use state data to determine anticipated enrollment for the next 5 years.
- Investigate the purchase of a van / small bus for transportation of special ed students and small class trips.
- Investigate the option of self-insuring employee health benefits as the State Health Benefits Plan increases dramatically.
- Continue to support the Island Heights Education Foundation.

See Action Plans for all major activities.



GOAL AREA #3

COMMUNITY ENGAGEMENT / INVOLVEMENT

Goal Area: Community Engagement / Involvement

Goal Statement 1: Increase community involvement through greater engagement with new “Sea Devil” parents and others in the community and through close interactive relationships with the town’s cultural institutions, business and public service providers.

Objectives:

- Increase community involvement through outreach using multimedia outlets.
- Cultivate parent / community involvement with new “Sea Devil” families.
- Establish a relationship with cultural institutions such as Peto Museum and Artist Guild.
- Establish a relationship with service organizations such as the PD, FD, municipal government, First Aid and Post Office.
- Establish a relationship with local businesses.

See Action Plans for all major activities.



GOAL AREA #4

SCHOOL CULTURE & CLIMATE

Goal Area: School Culture & Climate

Goal Statement: Encourage our students to be good and productive citizens.

Objectives:

- Expand our Character Strong and LEAD programs.
- Develop a new reading buddies' program.
- Incorporate innovative STEAM opportunities.

See Action Plans for all major activities.



GOAL AREA #5

SAFETY & SECURITY

Goal Area: Safety & Security

Goal Statement: To create the most secure environment.

Objectives:

- Increase active daily monitoring in and outside school grounds.
- Create an HQ for SRO at main entrance to best maximize supervision.
- See best practices for safety and security through obtaining feedback, examples, and education through outside resources.
- Educate and encourage community to develop a townwide walking and biking route to promote safety, community, and fitness (led by parents).

See Action Plans for all major activities.



APPENDIX A

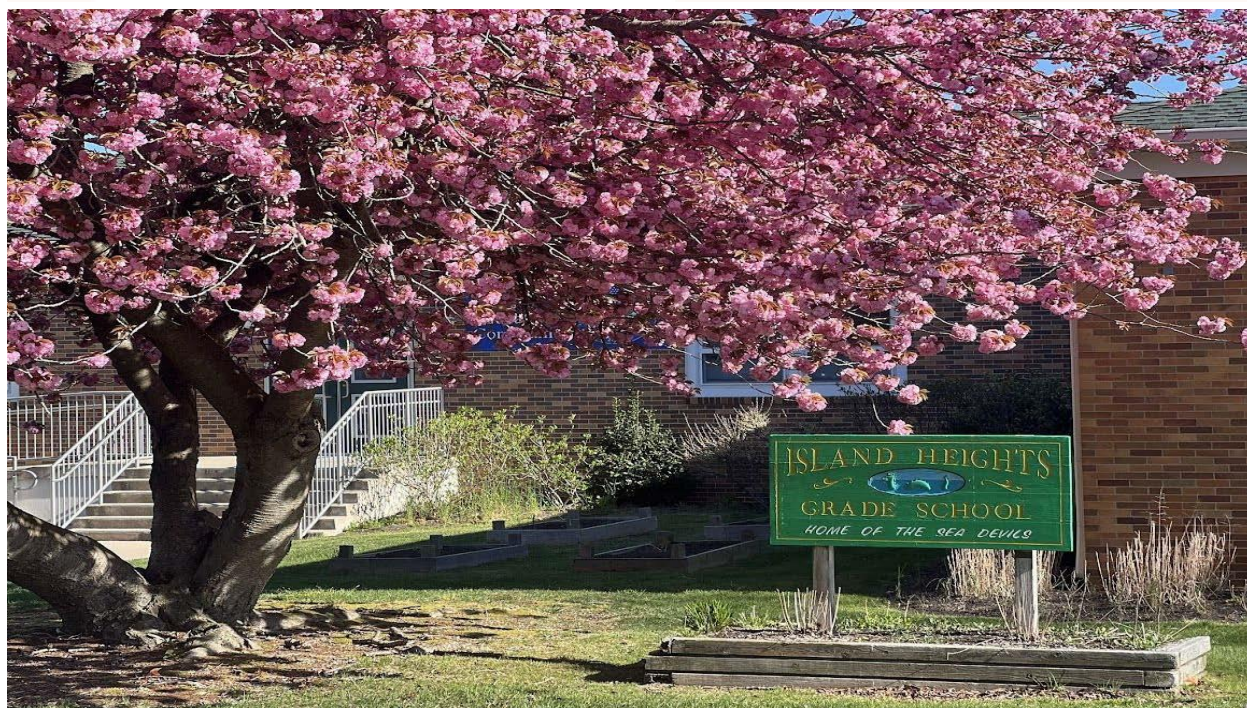
Superintendent's Report: "State of the School"





Island Heights Grade School

State of the District
2024-2025 School Year



2020 Exemplary High Performing National Blue Ribbon School



IHGS Mission Statement

"The mission of the Island Heights Grade School is to provide a safe and nurturing community where diversity is celebrated, mutual respect among adults and children is practiced, and where parents and caregivers are seen as valued partners in layering the foundation of lifelong learning.

Island Heights Grade School creates an environment supportive of courageous endeavors and committed to helping all children achieve academic excellence through intellectual, creative, and physical challenges, enabling them to function as productive and successful citizens in a changing society."

Board of Education Administration Committees



Board of Education

Maureen DeSanto, President

Brooke Kelly-Smith, Vice President

Bob MacNeal

A. Robert King

Kristofor Sabey

Dana Weber

Ashley Edwards



Administration

Timothy Rehm
Superintendent

Lisa Royer
Principal

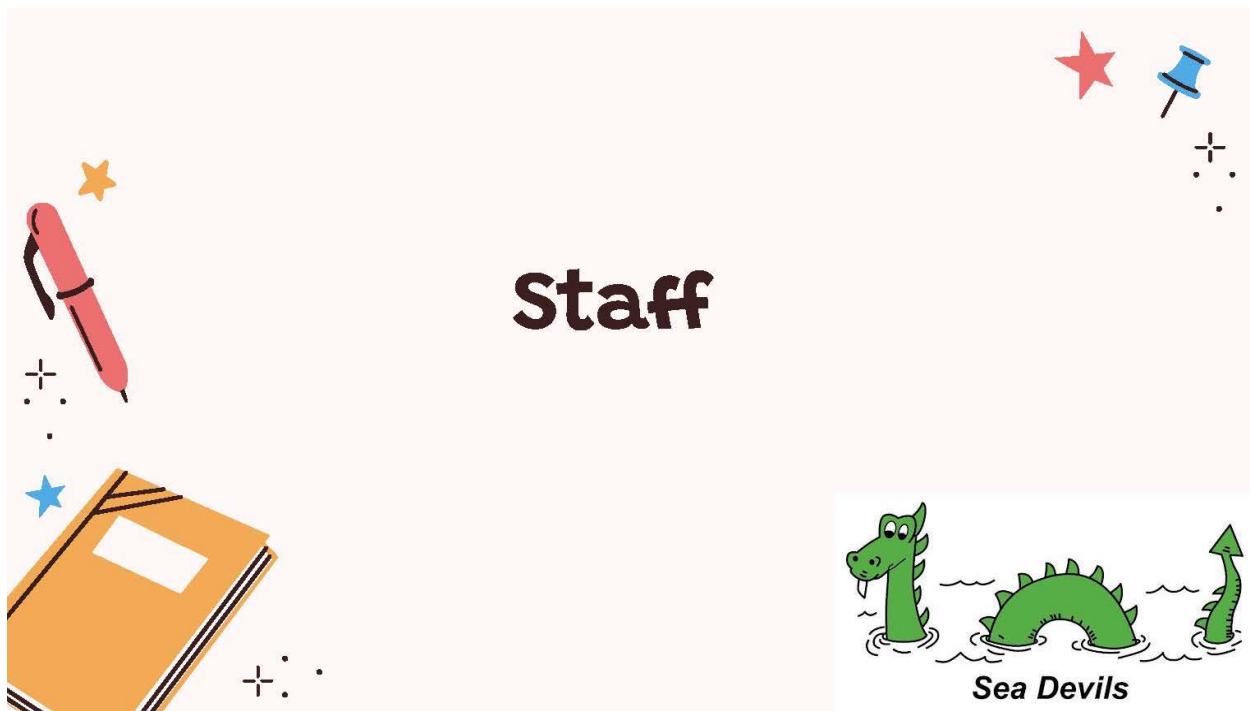
Craig Lorentzen
Business Administrator

Lillian Brendel
Board Secretary

Board of Education Committees

- Finance
- Personnel
- Curriculum
- Facilities
- Policy





Island Heights Teachers



Preschool- Lisa Bowman
Jennifer Wisniewski

Kindergarten - Bailey Seldenrich

First Grade - Diane Caputo

Second Grade - Kelly Torres

Third Grade - Rebecca Connell

Fourth Grade - Megan Shoemaker

Fifth Grade - Elizabeth Major

Sixth Grade - Michael Bruner

Special Education/STARS - Evan Gingrich
Michele LeBlanc
Brooke Nelson

Enrichment/SAIL/STARS - Lori Romano

Art - Stephanie Kitzmiller

Music/Band - Michelle Brick

Physical Education/Health/Wellness - Tim Legendre.

World Language - Sandra Nolan



Sea Devils

Island Heights Support Staff



Cafeteria - Cindy Wood

Custodians - Tim Lawrence, Doug Morone

Guidance - Emma Zermane

Technology Specialist- Chris Rauscher

School Nurse - Patricia Olsen

School Secretaries - Beth Smutz, Dorothea Jansen

Social Worker- Chrisie Stankowitz

SLEO Class III- Officer Mike Cipriano

Paraprofessionals-

- **PreK:** Domenica Bracco, Chloe Cholaner, Raquel Dumplet, Laura Fox-Mongaliri
- **Kindergarten:** Lorraine Poling
- **First Grade:** Kathy Angellella, Stephanie Kitzmiller
- **Second Grade:** Jennifer Muldowney
- **Third Grade:** Gianna Crosby



Sea Devils

Island Heights Staff



Category	Teachers in School	Teachers in State
Total Number of teachers	16	118,882
Average years experience in public schools	11.7	12.5
Average years experience in district	8.3	11.3
Number of Teachers with 4 or more years experience in the district	10	88,415
Percentage of Teachers with 4 or more years experience in the district	66.7%	74.8%

Ratio	School Ratio	District Ratio
Students to Teachers	8:1	8:1
Students to Administrators	45:1	45:1
Teachers to Administrators	5:1	5:1
Students to Librarians/Media Specialists †	N	N
Students to Nurses †	135:1	135:1
Students to Counselors †	135:1	135:1
Students to Child Study Team Members †,††	10:1	10:1
Students to School Psychologists †	N	N
Students to School Social Workers †	68:1	68:1

Enrollment & Choice Program



Enrollment Trends by Grade



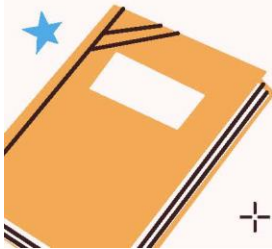
	PreK	K	1	2	3	4	5	6	Total
13-14	N/A	19	21	14	17	13	11	11	106
21-22	N/A	21	22	21	13	16	17	12	125
22-23	12	23	16	23	21	14	17	18	144
23-24	15	17	17	16	26	19	14	15	138
24-25	23	16	17	17	16	23	19	14	145

School Choice Program



★ Island Heights participates in the the School Choice Program. ✚

We currently have 14 seats and ten students are on the waiting list.



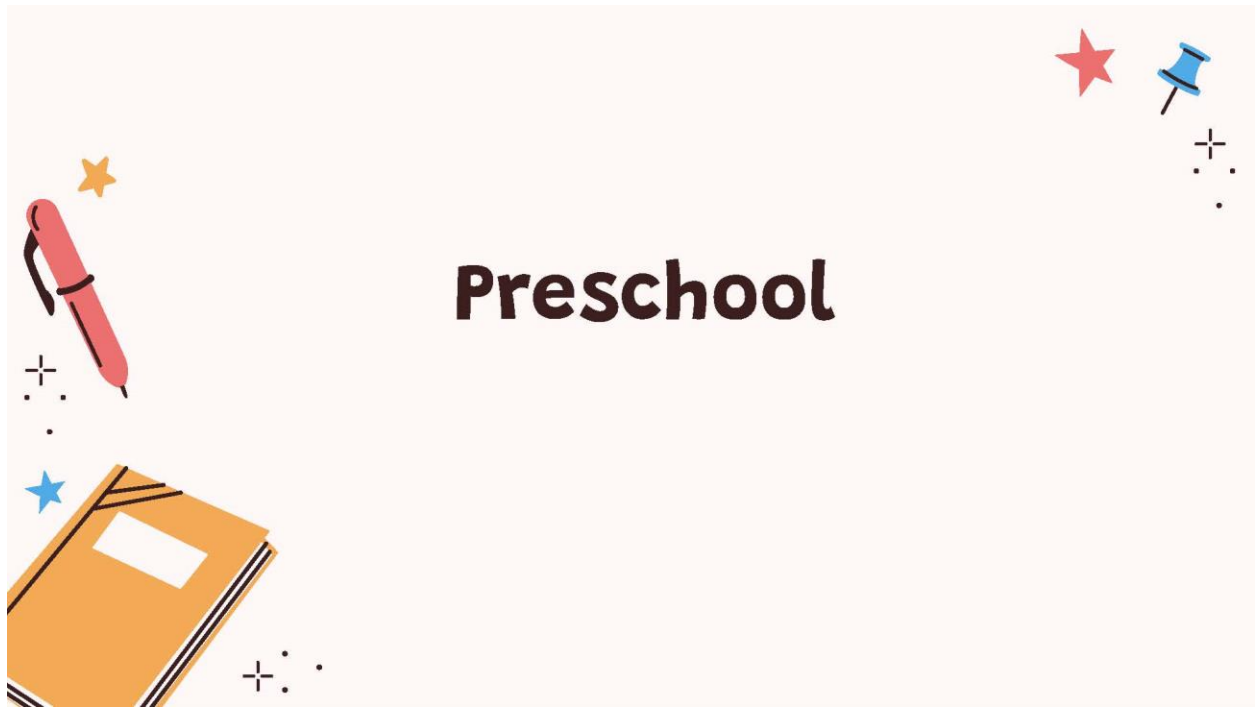
According to the NJDOE website, "New Jersey's Interdistrict Public School Choice Program enables approved choice districts to enroll K-12th grade students who do not reside within their districts without cost to their parents. The program increases educational opportunities for students and their families by providing students with school options outside of their district of residence and giving parents the power to select a school program that best serves their child's individual needs."

Budget



Budget Highlights

	2022-23	2023-24	2024-25	INCREASE/DECREASE OVER 2023-24 TO 2024-25
BUDGET	2,797,420	2,854,689	3,071,367	+9.29%
STATE AID	327,571	358,554	380,425	+9.45%
CHOICE AID	186,536	197,078	211,134	+9.33%
PRE-SCHOOL AID	188,636	199,682	392,392	+50.8%
SALARIES	1,520,150	1,564,332	1,753,119	+8.92%
BENEFITS	464,369.77	442,647.74	521,408	+8.49%



Preschool Expansion Aid (PEA) Program

- ❑ IHGS was awarded the PEA grant in Fall 2022.
- ❑ Grant funding provided by the State of New Jersey for districts to offer a FREE six hour high-quality preschool program to the 3 and 4 year olds in their district.
- ❑ Districts are eligible only if they currently offer full-day kindergarten.
- ❑ **IHGS Cutoff**= Students must be 3 or 4 by October 1st.
- ❑ Classes are encouraged to be mixed 3 & 4 year old classes with a few special education students in each class.
- ❑ Districts may provide this program within a district building or through a private provider.
- ❑ Goal is that a district should reach 90% of their universe within 5 years of receiving. Ultimately you should be working towards expansion.

Why Prek?

- PEA Funding helps our budget.
 - Educate special education PreK students within the district. A percentage of some staff members salaries can be taken from PEA funding.
- Not all of our students were attending PreK prior to kindergarten (personal choice, financial reasons) leading to varying levels of kindergarten readiness.
- Island Heights School District applied for the PEA grant as an opportunity to provide support for kindergarten readiness in our youngest students and to set them up for future academic success.





Expansion Timeline

November 2022

After initially being denied in September, the district was notified that we were approved for the PEA grant.

September 2023

Year #2 (23-24):

First full year of the program. One class and there was a wait list.



July 2022

Notified by NJDOE that the district is eligible to apply for the PEA Grant.

December 2022

Year #1 (22-23):

Program opens with open PreK class on December 19, 2022.

September 2024

Year #3 (24-25):

Program expands to two PreK classes within the IHGS building. Currently we do not have a wait list.

PEA Funding

\$188,636

YEAR 1: 2022-2023 (1 Class)

\$199,682

YEAR 2: 2023-2024 (1 Class)

\$392,392

YEAR 3: 2024-2025 (2 Classes)

Curriculum & Assessment Results

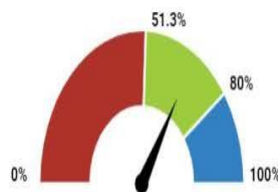


How did students perform on assessments? 

This section shows the percentage of students who met or exceeded expectations on statewide assessments (NJSLA and DLM). This percentage reflects the federal proficiency rate which makes adjustments to the proficiency rate if the participation rate was below 95% to ensure reporting on at least 95% of students. The chart indicates whether performance was above the state average or above the state's long-term goal of 80%.

English Language Arts

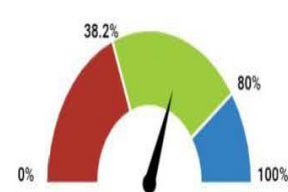
- Below State: 0 - 51.2%
- Met State: 51.3 - 79.9%
- Met Goal: 80 - 100%



67.7%
Met State

Mathematics

- Below State: 0 - 38.1%
- Met State: 38.2 - 79.9%
- Met Goal: 80 - 100%



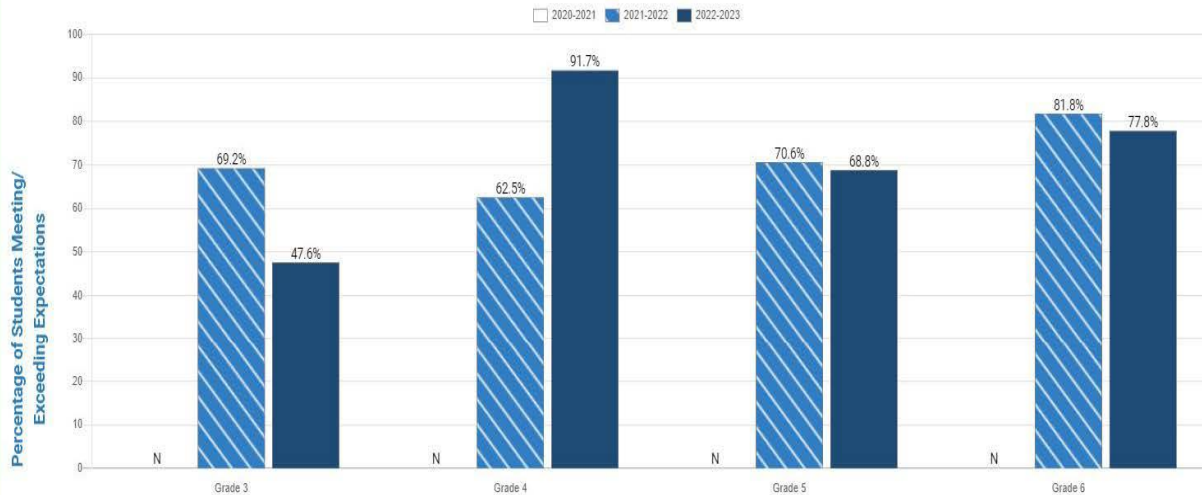
61.5%
Met State

English Language Arts Assessment - Performance Trends



This graph shows the percentage of students who met or exceeded expectations on each grade level exam on the New Jersey Student Learning Assessment (NJSLA) for English Language Arts (ELA) for the past three years.

Important note for 2022-23: Due to the cancellation of statewide assessments in prior years, statewide assessment results are not available for the 2020-21 school year.

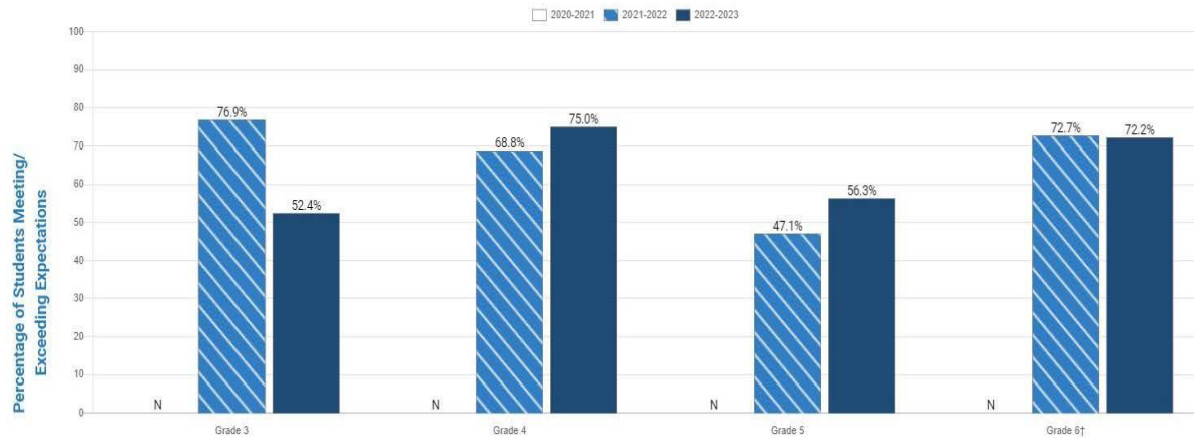


Mathematics Assessment - Performance Trends



This graph shows the percentage of students who met or exceeded expectations on each grade level or end-of-course exam on the New Jersey Student Learning Assessment (NJSLA) for Mathematics for the past three years.

Important note for 2022-23: Due to the cancellation of statewide assessments in prior years, statewide assessment results are not available for the 2020-21 school year. Additionally, end-of-course assessment results for Geometry and Algebra II for 2018-19 and prior years included all students in middle school and grades 9 and 10. The requirements for high school testing changed in 2021-22 so that students are only required to take the NJSLA once in high school. Therefore, 2021-22 and 2022-23 data for Geometry and Algebra II may not be comparable to data from 2018-19.



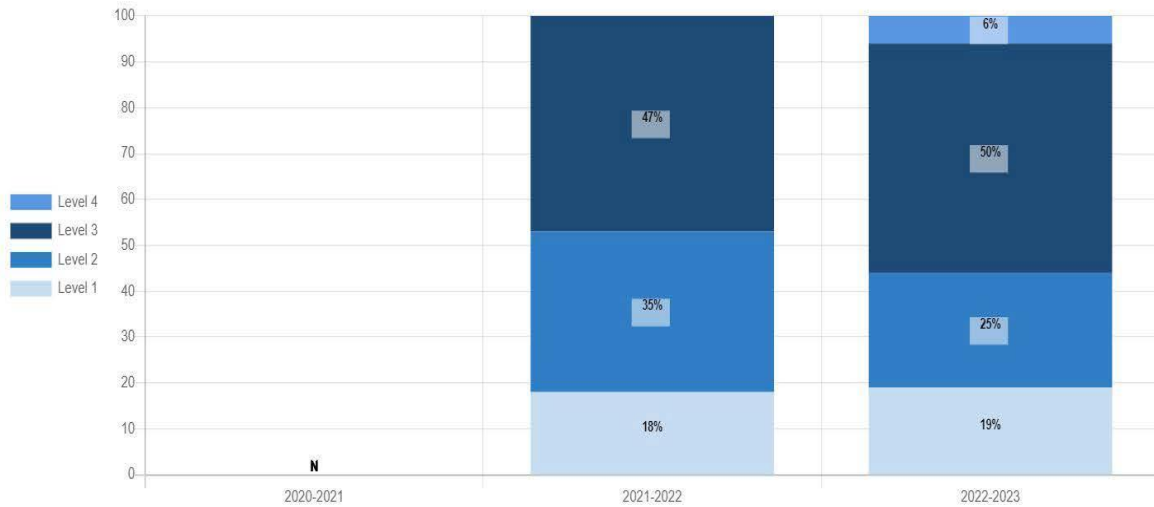
† Grade level results do not include students who took the Algebra I, Geometry, or Algebra II end of course tests.

NJSLA Science Assessment: Grade 5 Summary



This table shows how students performed on the NJSLA Science assessment. Students scoring at Level 3 or 4 are considered proficient.

Important note for 2022-23 Reports: Due to the cancellation of statewide assessments in prior years, statewide assessment results are not available for the 2020-21 school year.



Shared Services



Shared Services



- **CST & Food Services** shared service with **Central Regional School District**.
- **Spanish** shared service with **Seaside Heights School District**.
- **Preschool Instructional Coach, Community Parent Involvement Specialist, & Preschool Instruction & Referral Specialist** shared service with **Seaside Heights & Ocean Gate School Districts**.



Sea Devils

Technology



Technology



- We are one-to-one with chromebooks in every classroom, K-6.
- Every classroom has an Interactive LCD Projector.
- A set of iPads is available for small groups of students to utilize.
- NWEA Map Growth is a web-based assessment that provides the data that teachers use to drive their instruction.
- Waggle is a web-based program that creates an individual learning path for each student based on their MAPS score and is used to support the ELA and Math curricula.
- We are a Google Suite District which allows students to create and collaborate in a digital environment.



Enrichment & SAIL Programs



Enrichment & SAIL

K-2 Enrichment:

- Gifted education teacher will provide in-class support for students identified as needing extension beyond the grade level curriculum for one 40 minute period per week.

➤ 3-6 S.A.I.L.:




- *Students' Accelerated Initiative for Learning* is a Gifted and Talented pull-out program. Students may qualify for our ELA and/or Mathematics program. Each program meets for one 40 minute period per week.





STARS Program







STARS Program



- STARS is our K-6 Basic Skills program.
 - Students receive individualized reinforcement in skills and concepts in ELA and/or Mathematics.
 - Students are pulled-out or supported in the classroom by a STARS teacher.
 - Our goal is to develop more confidence in our students, so in turn they will demonstrate growth and success within the classroom.
- 
- 
- 



Social & Emotional Support & Character Strong Program





Social Emotional Support

• **Guidance Counselor:**

- We have a part-time Guidance Counselor who works 3 days per week. The role of the Guidance Counselor is to work with the social worker to provide support to all students.
- The Guidance Counselor also organizes and manages *Character Strong*, our schoolwide SEL and anti-bullying program.

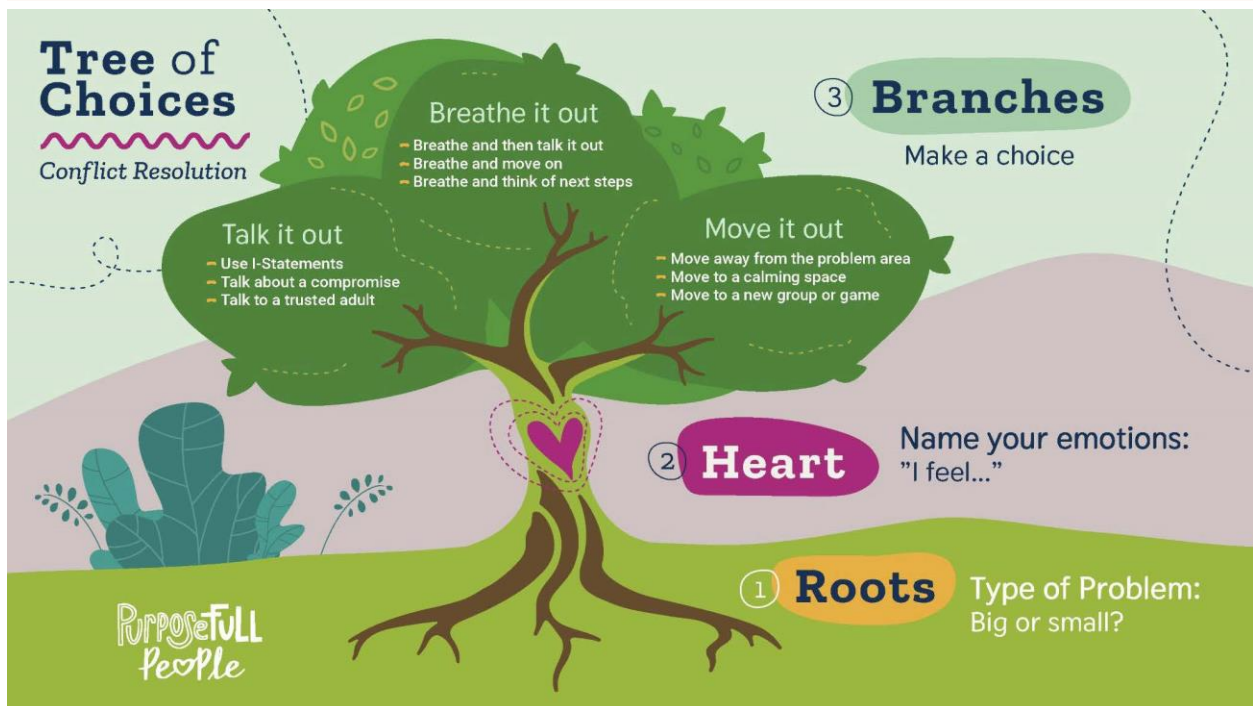
• **Social Worker:**

- We have a part-time Social Worker who works 2 days per week. The role of the social worker is to work with the guidance counselor to provide support to all students and families.
- Additionally, the Social Worker provides support to our CST and preschool program.

Character Strong



- The mission of **Character Strong** is "to create a more loving world through education."
- The focus of this program is for our students to **Be Kind, Be Strong, and Be Well.**
- Students participate in **Character Strong** lessons each week during their Wellness periods, and each month we have a schoolwide Character Strong Assembly. In addition, students have opportunities to earn **Sammy Slips** for displaying **kindness** and **respect** !

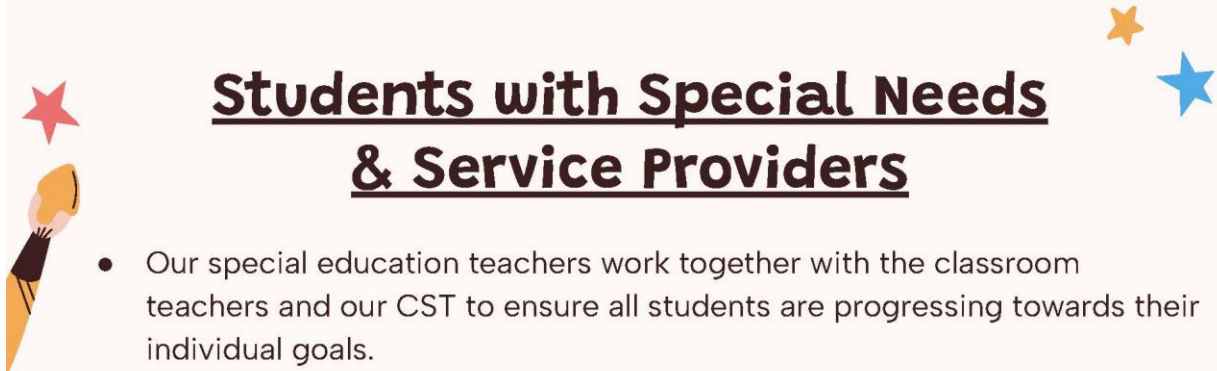
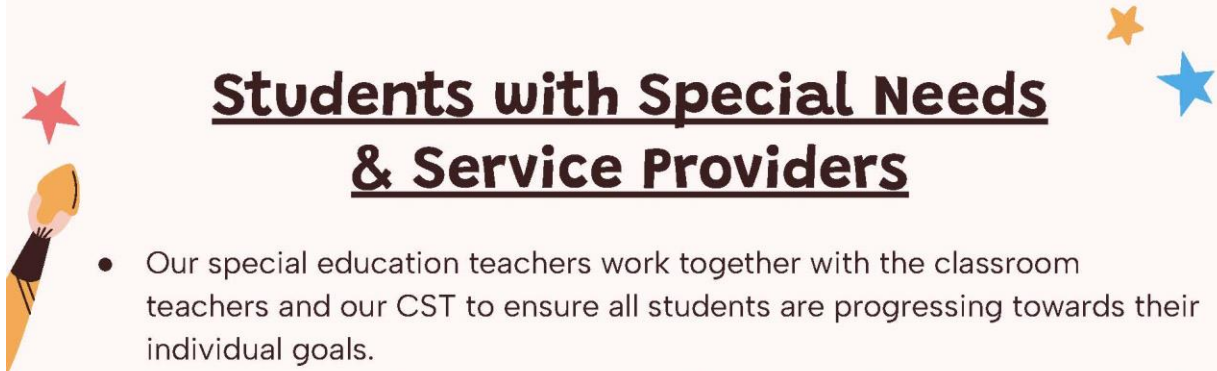




Students with Special Needs & Service Providers



Students with Special Needs & Service Providers

- 
- Our special education teachers work together with the classroom teachers and our CST to ensure all students are progressing towards their individual goals.
 - Students benefit from pull-out instruction and in-class support provided by special education teachers.
 - Our Related Services include Occupational Therapists, Physical Therapists and Speech Pathologists. We contract with Jump Ahead Pediatrics for these services.
- 

Visual & Performing Arts

Visual & Performing arts

- PreK-6 Music instruction takes place once per week for each class.
- Band is offered during the school day for students in grades 4-6.
- Chorus Club is offered after school to students in grades 2-6.
- Our students perform at Central Regional HS for our annual Winter and Spring concerts.
- Additionally, our students perform at other events throughout the year, such as Veterans Day and Flag Day.
- Student artwork is showcased at our annual Art Fair, as well as events such as the Thanksgiving Parade.



Extracurricular Clubs



Extracurricular Clubs Grades 2-6



- Sports
- Chorus
- Broadcasting
- Fashion Design
- Pokemon
- Sea Devil Running Club
- Band
- PTO Art Club





Island Heights Education Foundation



Island Heights Education Foundation

- To purpose of the IHEF is to serve as an additional source of funding for our district. Grant funding is provided to our teachers to maximize innovative learning experiences in the classroom.
- IHEF Funded Projects:
 - Music
 - Sensory Hallway
 - Flexible Seating
 - SEL
 - Basketball Hoops & Recess Equipment
 - Technology
 - Gardening



Parent Teacher Organization (PTO)

Parent Teacher Organization (PTO)

Our PTO encourages and supports parents, students, school staff, and our community to work together to share and implement programs, activities, and events that benefit our children and their school, engage the broader community, and foster positive school spirit.

- PTO Funded Events:

- Book Fair
- Grandparents Day
- Halloween
- Winter Holiday Market
- Dances
- Fun Run
- Carnival Day
- Scholarships



Community Involvement

Community Involvement

We are very proud to have strong partnerships with our Island Heights community organizations!

- IH Town Council
- IH Board of Education
- IH Fire Department
- IH Police Department
- IH Library
- Department of Public Works
- Peto Museum, Artists Guild
- IH Yacht Club



Community Involvement

Community members are invited to IHGS for all of our special programs such as:

- Grandparents Day
- Halloween Parade
- Veterans Day
- The Annual Pasta Dinner
- Thanksgiving Parade
- Read Across America
- The Art Fair
- Flag Day
- Read Across America



Community Partnerships





Community Partnerships



- Island Heights Library
- Methodist Church (Holidays)
- Fulfill NJ (Gardening Program & Backpack Support)
- Ocean of Love (Pie Day)
- HOPE Center
- Tunnel to Towers



Strategic Planning Process

Strategic Planning Process

This is what brings us to the Strategic Planning Process sponsored by the NJ School Boards Association.

Thursday, October 17

Tuesday, November 19

Tuesday, December 17

Mary Ann Friedman & Dr. Laurie Bandlow are the
NJ School Board Representatives
for Ocean County.



APPENDIX B

Meeting 1 Outcomes

Strengths & Challenges



Creating a Strategic Plan for the Island Heights School District

Mission Statement

The mission of the Island Heights Grade School is to provide a safe and nurturing community where diversity is celebrated, mutual respect among adults and children is practiced, and where parents and caregivers are seen as valued partners in layering the foundation of life-long learning.

Island Heights Grade School creates an environment supportive of courageous endeavors and committed to helping all children achieve academic excellence through intellectual, creative, and physical challenges, enabling them to function as productive and successful citizens in a changing society.

Session 1

Identifying Strengths & Challenges of the Island Heights School District

On October 17, 2024, Island Heights Grade School District administrators, Board of Education members, staff, parents, and community members, seventeen in all (17) in all, came together to initiate strategic planning. The meeting began with a welcome and introduction by Mr. Timothy Rehm, Superintendent. Mr. Timothy Rehm and Ms. Lisa Royer, Principal, presented the current “State of the School” report. Dr. Laurie Bandlow and Mary Ann Friedman from New Jersey School Boards Association (NJSBA) were introduced and explained the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on identifying district strengths and challenges. Participants gathered in randomly assigned groups, four groups in all, and engaged in brainstorming the district’s strengths and challenges. After group discussion, each group identified their consensus points, “Top 10” strengths and challenges. Each group reported their outcomes to the larger group. The large group then identified “Common Themes” that had occurred throughout the small group outcomes.

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.



Small Group Consensus: Strengths, Achievements & Challenges

Group #1:

Strengths	Challenges
Small school – offers a great deal	Lack of space/enrollment growth
Students very connected to the community	Budget/Funding
Excellent staff	Maintaining technology needs and trends
Supportive BOE, IHEF, PTO	Common teacher planning time
Ideal class size	Lack of environmental school/community connections
Grant opportunities	Out of district tuition* <i>added by superintendent</i>
	Transportation costs* <i>added by superintendent</i>

Group #2:

Strengths	Challenges
Small classes	Space
Special education	Substitutes (lack of)
Great staff/teachers	Parent commitment
Teacher retention	Health costs (healthcare)
Supportive administration	State aid
Level of education	Community involvement
#1 in Ocean County	Regionalization
Preschool Program	
IH Education Foundation	

Group #3:

Strengths	Challenges
Educators/staff	Physical space
IH community	Parking
Proximity to cultural institutions (PETO, OCAG, Historical Society)	Willing volunteers
Class size	Variety and quantity of programs coming to school
Building & grounds	Day trips
Focus on respect	Diversity/exposure
Blue Ribbon education	DARE, etc.
Safety	
Tech	
Group kids by age	



Group #4:

Strengths	Challenges
Each student has Educational Plan for success	Maintaining excellence
Small class sizes	Expanding student population *facilities
Dedicated staff	Funding (the unknown)
High achieving students *Continuity*	Expanding State tasks *small staff/lots of hats
Parental involvement	Building maintenance
Community valuing education	Keeping part-time staff (specials, etc.)
Educationally cohesive environment *The Town	
Outside financial support *PTO & *IHEF	
Cooperation amongst stakeholder groups	
Non-Partisan Board of Ed *Emphasis on the Children*	

Following each group reporting out on their consensus points, the large group identified the following **common themes**:

Common Themes - Strengths	Common Themes - Challenges
Class sizes	Space
Great, dedicated staff	Funding
Student respect for the community	Maintaining the school building
BOE, PTO, IHEF support	Keeping up with the technology needs & trends
Student achievement	Staff wearing too many hats with expanding mandates
Safety	

**The second strategic planning session is scheduled for:
Tuesday, November 19, 2024, at 6:00 pm**

Sign-in begins at 5:45 pm

Island Heights Grade School

Meetings #2 and #3 are scheduled for 1.5 hours. Meetings start and end promptly.

During the November 19th meeting, participants will create a shared vision together for the future of the Island Heights School District . . . we will talk about our aspirations and expectations for our students and school district.

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



APPENDIX C

Meeting 2 Outcomes

Vision 2030



Creating a Strategic Plan for the Island Heights School District

Mission Statement

The mission of the Island Heights Grade School is to provide a safe and nurturing community where diversity is celebrated, mutual respect among adults and children is practiced, and where parents and caregivers are seen as valued partners in layering the foundation of life-long learning.

Island Heights Grade School creates an environment supportive of courageous endeavors and committed to helping all children achieve academic excellence through intellectual, creative, and physical challenges, enabling them to function as productive and successful citizens in a changing society.

Session 2

Developing a vision and initiatives for the Island Heights School District

On November 19, 2024, Island Heights District administrators, Board of Education members, staff, parents, and community members, fifteen (15) in all, came together to continue the strategic planning process. The meeting began with a welcome and introduction by Mr. Timothy Rehm, Superintendent. Mary Ann Friedman and Dr. Laurie Bandlow, from New Jersey School Boards Association (NJSBA) were introduced and explained the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on creating a shared vision for the Island Heights School District. Participants were asked to picture themselves, having been away from the district for 5 years, returning to the Island Heights area and seeing their school on the cover of TIME magazine. The article is entitled, *Schools that Succeed*. In addition to the current programs already in place in Island Heights School, what programs/services/curriculum/student outcomes/best practices/facilities would you expect to see in your school that is succeeding and being recognized by TIME magazine? Participants were encouraged to think “big picture.”

Participants gathered in randomly assigned groups, five groups, to develop a shared vision and initiatives. The small groups reviewed the outcomes from Meeting #1, strengths and challenges, and then began brainstorming on their vision for the district. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants. The large group engaged in a “Gallery Walk” to review all small group consensus points.



Group Consensus: Vision & Initiatives

Group 5:

Title of Article: “The Little Sea Devil That Could”

Initiatives:

- Space – more space on school property. Utilizing underutilized areas, for example, hallways, storage rooms, and considering shared facilities with community organizations.
- Budget will support increased enrollment. Additional preschool will increase state funding.
- Parent/Community Involvement – new “Sea Devil” families will be in attendance through PTO, IHEF, and Board Meetings.

Group 6:

Title of Article: “Empowering Sea Devils for a Brighter Future”

Initiatives:

- Ample space
- Enhance funding
- Maximize student achievement
- Integrating cutting edge technology

Group 7:

Title of Article: “Nine Years of Fair Sailing”

Initiatives:

- Accommodating increased enrollment at IHGS
- Robust IHEF (Foundation)
- Special Needs in-district placement
- Enrichment programming



Group 8:

Title of Article: “Continue the Excellence!”

Initiatives:

- More flexible, permanent space (parking, classrooms, activities, etc.)
- Increase community involvement through outreach, using multimedia outlets including a dedicated TV channel, Face Book Live, TikTok, etc.
- Increase shared services with other districts – to save money, stabilize finances, smooth financial ups and downs

Group 9:

Title of Article: “”

Initiatives:

- Expansion of facilities – Library, Enrichment, Art/Music
- Healthy balance of modern tech and old school learning, low-tech approach
- Funding

Following each small group reporting their consensus points out to the larger group, the large group identified the following **common themes**:

- Space
- Funding – stable source of
- Enrichment, technology
- Good balance of tech and old school/hands on
- Community involvement
- Maximize student achievement

Following each group reporting out on the common themes, the larger group identified the following emerging goal areas:

1. Student Growth & Success
2. Facilities & Finance
3. Community Engagement / Involvement
4. School Culture & Climate
5. Safety & Security



**The third strategic planning session is scheduled for:
Tuesday, December 17, 2024, at 6:00 pm
Sign-in begins at 5:45 pm.
Island Heights Grade School**

Meeting #3 is scheduled for 1.5 hours. Meetings start and end promptly.

During the December 17th meeting participants will review the outcomes from meetings 1 and 2 and develop broad goal statements, objectives and strategies for the goal areas identified above. These strategic planning goals will guide the board and district over the next 3 – 5 years.

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



APPENDIX D

Meeting 3 Outcomes

Strategic Planning Goal Setting



Creating a Strategic Plan for the Island Heights School District

Mission Statement

The mission of the Island Heights Grade School is to provide a safe and nurturing community where diversity is celebrated, mutual respect among adults and children is practiced, and where parents and caregivers are seen as valued partners in layering the foundation of life-long learning.

Island Heights Grade School creates an environment supportive of courageous endeavors and committed to helping all children achieve academic excellence through intellectual, creative, and physical challenges, enabling them to function as productive and successful citizens in a changing society.

Session 3

Developing Strategic Planning Goals & Objectives for the Island Heights School District

On December 18, 2024, Island Heights District administrators, Board of Education members, staff, parents, and community members, fourteen (14) in all, came together to continue the strategic planning process. The meeting began with a welcome and introduction by Ms. Lisa Royer, Principal. Mary Ann Friedman and Dr. Laurie Bandlow, from New Jersey School Boards Association (NJSBA) were introduced and explained the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the third evening focused on developing goal statements and objectives for each of the five goal areas identified at the second meeting. Participants gathered in self-selected groups, five in all, to work on the goal area(s) of their choice. The five goal areas identified at the conclusion of the second meeting were: Student Growth & Success, Facilities & Finance, Community Engagement / Involvement, School Culture & Climate, and Safety & Security.

Each group reviewed the outcomes from meeting 1, strengths & challenges, and meeting 2, vision and initiatives, to identify strategies, group those strategies, develop objectives, and then develop an overarching goal statement for their goal area.



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

Group Consensus: Vision & Initiatives

Development of Goal Statements and Objectives

Five goal areas emerged from the common themes identified by the group at large at the end of the second meeting and are listed below:

1. Student Growth & Success
2. Facilities & Finance
3. Community Engagement / Involvement
4. School Culture & Climate
5. Safety & Security

Goal 1: Student Growth & Success

Goal Statement: To enhance student growth and success in order to optimize learning outcomes.

Objectives:

- Lower teacher to student ratio.
- Provide specialized instruction / staff trainings.
- Maintain teacher retention to provide traditions / community connections to support student growth and success.
- Offer good balance of technology and hands on.

Goal 2: Facilities & Finance

Goal Statement: Continue to enhance facilities to meet the future.

Objectives:

- Provide adequate facilities to meet the educational goals of our students.
- Use state data to determine anticipated enrollment for the next 5 years.
- Investigate the purchase of a van / small bus for transportation of special ed students and small class trips.



- Investigate the option of self-insuring employee health benefits as the State Health Benefits Plan increases dramatically.
- Continue to support the Island Heights Education Foundation.

Goal 3: Community Engagement / Involvement

Goal Statement: Increase community involvement through greater engagement with new “Sea Devil” parents and others in the community and through close interactive relationships with the town’s cultural institutions, business and public service providers.

Objectives:

- Increase community involvement through outreach using multimedia outlets.
- Cultivate parent / community involvement with new “Sea Devil” families.
- Establish a relationship with cultural institutions such as: Peto Museum, Artist Guild.
- Establish a relationship with service organizations such as the PD, FD, municipal government, First Aid and Post Office.
- Establish a relationship with local businesses.

Goal 4: School Culture & Climate

Goal Statement: Encourage our students to be good and productive citizens.

Objectives:

- Expand our Character Strong and LEAD programs.
- Develop a new reading buddies’ program.
- Incorporate innovative STEAM opportunities.

Goal 5: Safety & Security

Goal Statement: To create the most secure environment.

Objectives:

- Increase active daily monitoring in and outside school grounds.
- Create an HQ for SRO at main entrance to best maximize supervision.
- See best practices for safety and security through obtaining feedback, examples, and education through outside resources.



- Educate and encourage community to develop a townwide walking and biking route to promote safety, community, and fitness (led by parents).

Thank you to everyone who has contributed their time, talent, and perspectives during any or all of the Strategic Planning meetings. This plan will guide the district and board of education in moving forward over the next 3 – 5 years. We appreciate your thoughtful participation!

Please watch the district website for the exact date and time when the final plan will be presented to the Board of Education. We hope you will attend and be recognized for your participation.



APPENDIX E

Action Plans



ISLAND HEIGHTS BOARD OF EDUCATION

STRATEGIC PLAN GOALS ACTION PLAN

Strategic Planning Goal #1: *Student Growth and Success*- To enhance student growth and success in order to optimize learning outcomes.

- Objective: Lower teacher to student ratio
- Provide specialized instruction / staff trainings
 - Maintain teacher retention to provide traditions/ community connections
 - Offer good balance of technology and hands on learning

Major Activities	Board/staff	Resources	Timelines	Indicators of Success
Lower teacher to student ratio	Superintendent/ Principal, School Counselor, staff,	Stars, WIN period, High Impact Tutoring, Inclusion Teaching	2025-2029- Scheduling and implementation of programs	Report: Findings from 2025 Implement programs each year
Provide specialized instruction/staff trainings	Superintendent/ Principal PD presenters, Staff	SRI&ETTC programs, Curriculum training presenters, Staff PD Days	2025 and subsequent years	Curriculum evaluation year end, Staff survey, Inclusion in Lesson Planning

Maintain teacher retention to provide traditions/community connections	Superintendent/ Principal, BOE, Staff,	Mentoring, staff evaluation, PD in teaching strategies	2025 and subsequent years	Yearly evaluation of staff looking for improved scores. Professional Growth indicators
Offer good balance of technology and hands-on instruction	Superintendent/ Principal, Admin Support, Technology PD presenters	Technology PD, Hands on instructional PD, Techspo	2025 and subsequent years	Staff evaluation, staff survey, technology implementation of new resources

ISLAND HEIGHTS BOARD OF EDUCATION

STRATEGIC PLAN GOALS ACTION PLAN

Strategic Planning Goal #2: *Facilities and Finance* - Continue to enhance facilities to meet the future.

- Objective: Provide adequate facilities to meet the educational goals of our students
- Use state data to determine anticipated enrollment for the next 5 years
 - Investigate the purchase of a van/ small bus for special ed transportation
 - Investigate the option of self-insuring employee health benefits
 - Continue to support the Island Heights Education Foundation

Major Activities	Board/staff	Resources	Timelines	Indicators of Success
Provide adequate facilities to meet the education goals	Boe, Superintendent/ Principal, Business Administrator, Architect, staff, community	Strategic Plan, Demographic Study 2025, Town Council and Mayor, Architects	2025-26 Review of strategic plan and demographic study, Subsequent years follow up	Evaluate demographic study, review enrollments for future years, choice and preschool enrollments

Use state data to determine anticipated enrollment for the next five years	Superintendent/ Principal, Business Administrator, BOE, Community	5 Year Strategic Plan, 2025 Feasibility Study (Demographic study)	2025 review of strategic plan, 2025 review of demographic study	Comparison of actual enrollment and projected enrollments
Investigate the purchase of a van/small bus for transportation of special ed students	BOE, Superintendent/ Principal, Business Administrator,	Research costs of vehicle, review of numbers of transportation needs, List of class trips	2025 review costs of vehicle and associated costs, Subsequent years	Review costs, review number of students in need of transportation, Review number of class trips Ability to hire licensed drivers
Investigate the option of self-insuring employee health benefits in lieu of State Health Plan	BOE, Superintendent/ Principal, Business Administrator, Staff	State Health Insurance Plan Research Self-insured plans Cost analysis	2025 and subsequent years	Cost analysis of self-insured to State Health Plan Budget analysis and affordability
Continue to support the IH Education Foundation	Superintendent/ Principal, Business Administrator, Staff, Foundation Trustees	IHEF Grant Procedures, Grant trainings, Completion of Grants	2025 and subsequent years	Review of completed grants Review of grant awards Evaluation of grant programs

ISLAND HEIGHTS BOARD OF EDUCATION

STRATEGIC PLAN GOALS ACTION PLAN

Strategic Planning Goal #3: *Community Engagement / Involvement* - Increase Community Involvement through greater engagement with the new “Sea Devil” parents and others in the community and through close interactive relationships with the town’s cultural institutions, business and public service providers.

Objective: Increase community involvement through outreach using multimedia outlets.

Cultivate parent/community involvement with new “Sea Devil” families.

Establish relationships with cultural institutions such as: Peto Museum, Artist Guild.

Establish relationships with service organizations such as the PD, FD, Town Council, First Aid and Post Office.

Establish a relationship with local businesses.

Major Activities	Board/staff	Resources	Timelines	Indicators of Success
Increase community involvement through multimedia outlets	BOE, Superintendent/principal Staff, Technology outlets, Cable TV	Technology PD in and outside of district Town Council Local Cable Social Media	2025 and subsequent years	Successful implementation of multimedia and social media outlets

Cultivate parent/community involvement with new "Sea Devil" families	Superintendent/ principal parents/ guardians Staff	Town businesses, PTO, IHEF Open Houses School Spirit wear	2025 and subsequent years	Evaluate membership in PTO and IH Foundation Review special events and attendance
Establish a relationship with Cultural institutions	Superintendent/ principal Institution personnel Staff parents/ guardians	Peto Museum Artist Guild Other cultural institutions	2025 and subsequent years	Schedule special events Evaluate special events Survey students and parents
Establish a relationship with service organizations IHPD, IHFD, Town Council and Mayor, First Aid and Post Office and DPW	BOE, Superintendent/ Principal Staff, Town personnel, Heads of services Parents/Families	BOE meetings, town council meetings, Special events including Veterans Day, Flag Day, Hoops for Hunger etc	2025 and subsequent years	Special Events Calendar yearly Special Events agendas and programs Snow Day Information Log of service visits
Establish a relationship with local businesses	Superintendent/ Principal Staff Business personnel	Town Records Social Media Multimedia	2025-26 Plan events 2026 and subsequent years	Special business events calendar

ISLAND HEIGHTS BOARD OF EDUCATION

STRATEGIC PLAN GOALS ACTION PLAN

Strategic Planning Goal #4: *School Culture and Climate* - Encourage our students to be good and productive citizens

Objective: Expand our Character Strong and LEAD programs
 Develop a new Reading Buddies Program
 Incorporate innovative STEAM opportunities

Major Activities	Board/staff	Resources	Timelines	Indicators of Success
Expand our Character Strong and LEAD programs	Superintendent/ Principal Staff Parents/ Guardians Character Strong staff IHPD LEAD Officer	Character Strong Curriculum LEAD Curriculum IHPD Staff Student Survey	2025 and subsequent years	Special Event Programs Survey Results Evaluation of programs Lesson Plan Review

Develop a new Reading Buddy program	Superintendent/ Principal Staff Parents/ Guardians	Reading Buddy Survey Other district samples Schedule implications	2025-26 and subsequent years	Reading Buddy Schedule Program evaluation Evaluation of process Survey results
Incorporate innovative STEAM opportunities	Superintendent/ principal Staff NJDOE Curriculum STEM Programs	STEM Surveys Staff meetings Other district programs Higher Ed programs PD STEM	2025-26 Plan 2026-27 Implement Subsequent years	Review planning minutes Contact Higher Ed and other district programs Successful scheduling Evaluate annually

ISLAND HEIGHTS BOARD OF EDUCATION

STRATEGIC PLAN GOALS ACTION PLAN

Strategic Planning Goal #5: *Safety & Security* - To create the most secure environment

Objective: Increase active daily monitoring in and outside school grounds

Create a HQ for SLEO at main entrance to best maximize supervision

See best practices for safety and security through obtaining feedback, examples, and education through outside resources.

Educate and encourage community to develop a town wide walking and biking route to promote safety, community and fitness (led by parents).

Major Activities	Board/Staff	Resources	Timelines	Indicators of Success
Increase active daily monitoring in and outside school grounds	Superintendent/ principal IHPD SLEO Ocean Security Staff	District Safety Plan Policy with IHPD and Law Enforcement Safety Specialist Training	Evaluate in 2025 and implement in subsequent years	Annual evaluation of Safety Plan Installation of additional cameras Successful partnership with the IHPD and County Dispatch

Create a HQ for the SLEO at main entrance	Superintendent/ principal IHPD Facilities Director and BA Staff	District facilities plan Facilities director's meeting Establish physical main HQ	2025-2026 Subsequent years annual evaluation	Change in facilities plan Evaluate SLEO and procedures Log incidents
Review Best Practices for safety and security from outside resources	BOE Superintendent/ principal IHPD NJDOE Safety and Security Ocean County Districts	NJDOE safety structures Safety and Security Plan Survey other county districts	2025 and subsequent years	Review research of best practices Implementation of new programs and procedures Review safety logs regularly
Educate and encourage community to develop a town wide walking and biking route to school	BOE Town Council and Mayor Superintendent/ principal Community Staff	District Safety Plans BOE and Town Council; meetings Town security and safety plans	2025-26 plan 2026-27 implement	Review and evaluate plan Review minutes of planning meetings Develop a timeline for implementation Review annually

