

3D Strategic Plan

2019 - 2024

Prepared for the

Island Heights

School District

Island Heights, New Jersey

Facilitated by NJSBA Field Service Department

**Kathy Winecoff
Mary Ann Friedman**

Field Service Representatives



New Jersey School Boards Association

Serving Local Boards of Education Since 1914

3D Strategic Plan

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Acknowledgements

The Island Heights School District's 3D Strategic Planning process, "Determination, Dream, and Destiny by Design, completed during the 2018 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Island Heights Board of Education

Maureen DeSanto, President

Sara Bornebusch, Vice President

Wayne Cimorelli

Bob Macneal

Dr. A. Robert King

Brooke Kelly-Smith

Krisopher Sabey

Mr. Timothy Rehm, Superintendent

Mr. Frank Frazee, Business Administrator

Mr. Lillian Brendel, Board Secretary

New Jersey School Boards Association

Kathy Winecoff, Field Service Representative

Mary Ann Friedman, Field Service Representative



Island Heights Attendee List – Strategic Planning Meeting #1
March 21, 2019

- | | |
|------------------------|---------------------|
| 1. Timothy Rehm | 18. Joe Hagan |
| 2. Lillian Brendel | 19. Stephanie Fumo |
| 3. Maureen DeSanto | 20. Alan Fumo |
| 4. Jessica Christensen | 21. Patty Sabey |
| 5. Lisa Royer | 22. Kara Lovell |
| 6. Brooke Nelson | 23. Steve Doyle |
| 7. Bailey Seltenrich | 24. Melissa Wudzki |
| 8. Barbara Parisi | 25. Frank Parisi |
| 9. Nina Dosio | 26. Frank Sadeghi |
| 10. Michele LeBlanc | 27. Kate Frankovich |
| 11. Tim Lengendre | 28. Pete Kier |
| 12. Michelle Brick | 29. Lynn Pendleton |
| 13. Gabriella Heizler | 30. Wayne Cimorelli |
| 14. Tara Church | 31. Kristofor Sabey |
| 15. Brenda Cavanaugh | 32. Bob MacNeal |
| 16. Ken Hawthorne | 33. Bob King |
| 17. Bob Papageoriou | |



Island Heights Attendee List – Strategic Planning Meeting #2
April 11, 2019

1. Timothy Rehm
2. Lisa Royer
3. Brooke Nelson
4. Bailey Seltenrich
5. Lil Brendel
6. Nina Dosio
7. Tim Legendre
8. Sue Cowdrick
9. Gabriella Heizler
10. Tara Church
11. Brenda Cavanaugh
12. Ken Hawthorne
13. Bob Papageorgiou
14. Joe Hagan
15. Patty Sabey
16. Kara Lovell
17. Lauren Hanna
18. Frank Parsi
19. Pete Kier
20. Linda Garvey
21. Kristofor Sabey
22. Bob MacNeal
23. Bob King
24. Sara Bornebusch
25. Dana Weber
26. Jessica Christlansen



Island Heights Attendee List – Strategic Planning Meeting #3 May 16, 2019

1. Timothy Rehm
2. Lisa Royer
3. Brooke Nelson
4. Bailey Seltenrich
5. Lil Brendel
6. Barbara Parisi
7. Nina Dosio
8. Michele LeBlanc
9. Michelle Brick
10. Gabriella Heizler
11. Tara Church
12. Brenda Cavanaugh
13. Ken Hawthorne
14. Bob Papageorgiou
15. Mrs. Papageorgiou
16. Joe Hagan
17. Kara Lovell
18. Lauren Hanna
19. Steve Doyle
20. Melissa Wudzki
21. Frank Parisi
22. Linda Garvey
23. Maureen DeSanto
24. Bob MacNeal
25. Bob King
26. Sara Bornebusch
27. Jessica Christiansen
28. Dana Weber
29. Maggie Orellana



3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

On August 8, 2018, during the annual Goal Setting Workshop New Jersey School Boards Association (NJSBA) Field Service Representative Kathy Winecoff discussed the Strategic Planning Services offered by NJSBA. On January 9, 2019, the Board of Education contracted with NJSBA for the 3D Strategic Planning Process.

B. 3 D Strategic Plan Meetings

On March 21, 2019, April 11, 2019 and May 16, 2019, Kathy Winecoff and Mary Ann Friedman, Field Service Representatives facilitated 3 Strategic Planning meetings Outcomes of these meetings include:

1. Strengths and challenges of the Island Heights School District
2. The vision 2019-2024 for Island Heights Schools
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all three (3) of the Strategic Planning Meetings are included in this notebook.

C. Developing the Action Plans

The Superintendent and Administrative Team will develop action plans to implement the 3D Strategic Plan. The action plans will include:

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

D. Presentation of the Strategic Plan

NJSBA Field Service Representative, Kathy Winecoff, presented the final Strategic Plan to the Board of Education and community on June 12, 2019.

E. Next Steps

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

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.



GOALS

The four goal that have emerged from the group work are:

1. Student Growth and Success

Goal: To produce academically, emotionally and socially well-rounded individuals who will become successful citizens.

2. Community Engagement / Involvement

Goal: Expand our school boundaries to foster relationships with the regional school district and local civic and community organizations.

3. Curriculum-Driven Facility

Goal: The Island Heights Grade School will develop a curriculum-driven facility which will provide our students to be successful and prepared to meet the challenges of the 21st Century.

4. Finance

Goal: Enhance the district's ability to maintain and augment existing programs and create additional programs to ensure sustainable funding.



GOAL AREA # 1

Student Growth & Success

Goal: To produce academically, emotionally and socially well-rounded individuals who will become successful citizens.

Objectives:

- a. Create a positive social, emotional and behavioral learning environment through school-wide initiatives and the implementation of programs to assist with self-monitoring, coping skills and conflict resolution
- b. Increase critical thinking skills to promote problem solving
- c. Demonstrate citizenship and leadership through peer mentoring and team building across the grade levels
- d. Differentiate within the mainstream classroom (least restrictive environment) to meet the needs of all learners through the analysis of individualized data
- e. Enhance character education by developing an incentivized program



GOAL AREA # 2

Community Engagement / Involvement

Goal: Expand our school boundaries to foster relationships with the regional school district and local civic and community organizations.

Objectives:

- a. Develop community outreach committee with representation from local organizations
- b. Create networking opportunities for our students with from the regional elementary school (peers)
- c. Develop a volunteer-led student-driven community column in the school newsletter
- d. Create a volunteer reading program
- e. Create incentives for kids to participate in local events, i.e., Earth Day, earn tickets



GOAL AREA # 3

Curriculum-Driven Facility

Goal: The Island Heights Grade School will develop a curriculum-driven facility which will provide our students to be successful and prepared to meet the challenges of the 21st Century.

Objectives:

- a. Develop a responsive classroom to increase student engagement and well-being
- b. Identify strengths and opportunities to develop shared services with sister sending schools in the areas of STEAM, Arts, Robotics, Athletics and Gifted & Talented
- c. To increase student access to media services in our school and surrounding community



GOAL AREA # 4

Finance

Goal: Enhance the district's ability to maintain and augment existing programs and create additional programs to ensure sustainable funding.

Objectives:

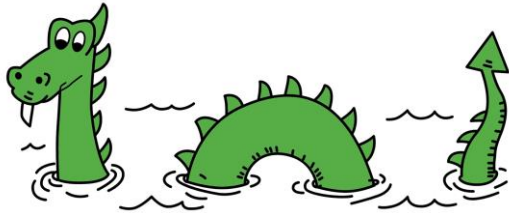
- a. Explore the creation of a charitable educational foundation for the school district
- b. Continue to focus on the use of shared services
- c. Continue to explore opportunities to increase enrollment through school choice or tuition
- d. Explore the possibility of additional funding through:
 - a. application to a variety of grants
 - b. increase cost for summer camp
 - c. use of building when school is not in session, for child care, Y-programs, etc.



Appendix “A”

Superintendents State of the District Report





Sea Devils

ISLAND HEIGHTS GRADE SCHOOL

**State of the District
2018-2019 School Year**



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. The Board of Education strongly upholds the expectation that all students will achieve the NJSLs at all grade levels.”

BOARD OF EDUCATION ADMINISTRATION COMMITTEES

BOARD OF EDUCATION

Maureen DeSanto, President

Sara Bornebusch, Vice President

Wayne Cimorelli

Bob MacNeal

A. Robert King

Kristofor Sabey

Dr. Brooke Kelly-Smith

ADMINISTRATION

Timothy Rehm
Superintendent

Frank Frazee
Business Administrator

Lillian Brendel
Board Secretary

BOARD OF EDUCATION COMMITTEES

- Finance
- Personnel
- Curriculum
- Facilities
- Policy



STAFF



ISLAND HEIGHTS TEACHERS

Kindergarten - Jayne Bauman

First Grade - Diane Caputo

Second Grade - Kelly Torres

Third Grade - Lisa Royer
Jessica Christiansen

Fourth Grade - Michael Bruner

Fifth Grade - Beth Major

Sixth Grade - Lori Romano

Special Education - Nina Dosio

Special Education - Michele LeBlanc

Special Education - Brooke Nelson

Special Education - Bailey Seltenrich

Art - Conrad Cote

Music - Allison Walk

Physical Education/Health - Tim Legendre

World Language - Jacqueline Saives

ISLAND HEIGHTS SUPPORT STAFF

Cafeteria - Cindy Wood

Custodian - Doug Morone

Custodian - Paul Garibaldi

Guidance - Emma Zermane

Paraprofessional - Barbara Parisi

Paraprofessional - Maggie Orellana

Paraprofessional - Dorothea Jansen

Technology/Media Specialist - Kim Bell

School Nurse - Judy Mekles

School Secretary - Cheryl Thomas

School Secretary - Beth Smutz



ISLAND HEIGHTS STAFF

Category	Teachers in District	Teachers in State	Ratio	District Ratio
Total Number of teachers	15	117,464	Students to Teachers	8:1
Average years experience in public schools	14.6	12.0	Students to Administrators	61:1
Average years experience in district	12.3	10.7	Teachers to Administrators	8:1
Teachers in district for 4 or more years	66.7%	75.5%	Students to Librarian/Media Specialists	N
			Students to Nurses	122:1
			Students to Counselors	122:1
			Students to Child Study Team	N

ENROLLMENT & CHOICE PROGRAM

ENROLLMENT TRENDS BY GRADE

Grade	2015-2016	2016-2017	2017-2018	2018-2019
KG	16	14	13	14
1	15	18	15	14
2	19	18	14	17
3	25	19	19	13
4	15	22	21	20
5	18	17	24	22
6	13	17	16	23
Total	121	125	122	123

SCHOOL CHOICE PROGRAM

Island Heights participates in the the School Choice Program.

We currently have 14 seats and eight 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 & RECENT RENOVATIONS

BUDGET HIGHLIGHTS

	2017-18	2018-19	2019-20	INCREASE/DECREASE OVER 2018-19 TO 2019-20
BUDGET	2,261,748	2,476,581	2,421,000	-2.24%
STATE AID	299,723	299,080	295,372	-1.24%
CHOICE AID	178,010	181,468	173,716	-4.27
SALARIES	1,284,599	1,359,671	1,385,654	+1.8%
BENEFITS	387,491	435,100	482,250	+10.84%

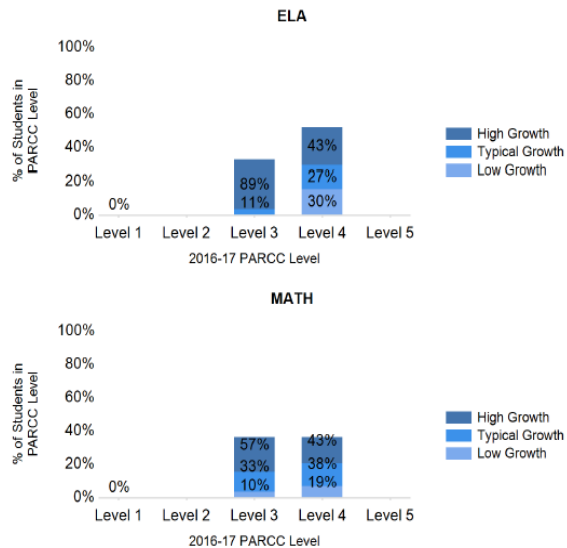
2017-2018 RENOVATIONS

- Total project cost \$2.9 million
- State funding approved for 40% of project cost
- Tax income estimated at \$12 per month for 21 years on a home assessed at the average value of \$382,223
- The Referendum funded the following:
 - HVAC upgrades
 - Bathroom renovations to be ADA compliant
 - New roofing
 - Replace original carpet
 - Interior security doors and windows
 - Upgraded fire alarms, exterior emergency lighting
 - Brick Repointing, siding and stucco repairs
 - Electrical service upgrades

CURRICULUM & ASSESSMENT RESULTS

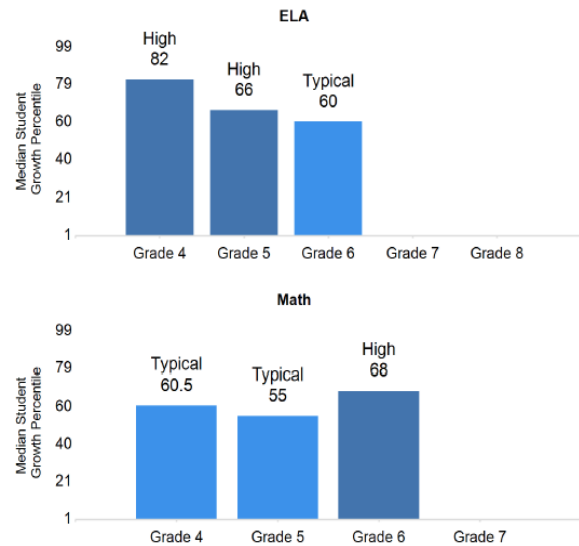
Student Growth by Performance Level

These graphs show the percentage of students by 2016-17 PARCC performance level that fall into each of the three levels of growth based on their 2017-18 test



Student Growth by Grade

These graphs show the median Student Growth Percentile for students in each grade.

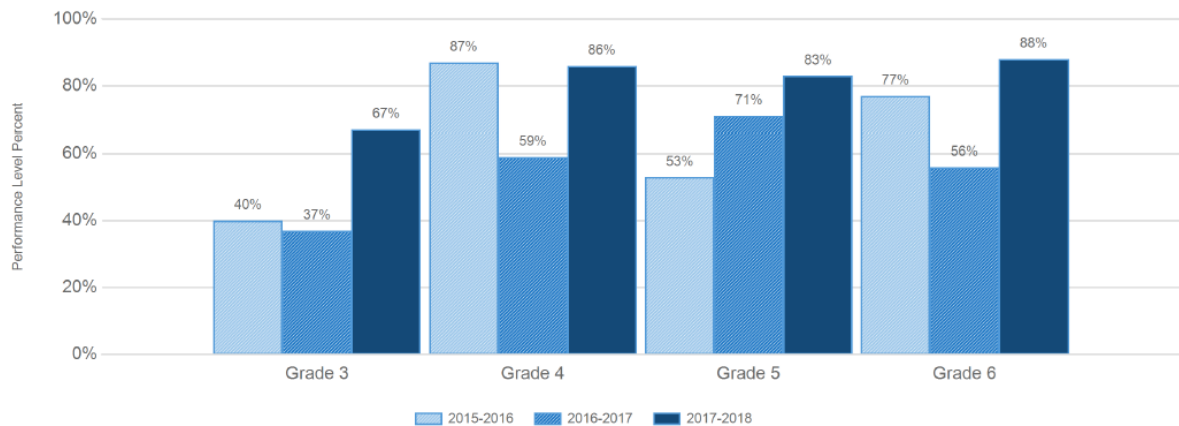


ACCOUNTABILITY SUMMARY BY STUDENT GROWTH

Student Group	ELA Proficiency: Met Target?	Math Proficiency: Met Target?	4-Year Graduation Rate: Met Target?	ELA Student Growth: Met Standard?	Math Student Growth: Met Standard?	Progress Towards English Language Proficiency: Met Annual Target?	Chronic Absenteeism: Met State Average?
Districtwide	Met Goal	Met Target	N	Exceeds Standard	Exceeds Standard	N	Met
White	Met Goal	Met Target	N	Exceeds Standard	Exceeds Standard	n/a	Met
Hispanic	**	**	N	**	**	n/a	**
Black or African American	**	**	N	**	**	n/a	**
Asian, Native Hawaiian, or Pacific Islander	**	**	N	**	**	n/a	**
American Indian or Alaska Native	**	**	N	**	**	n/a	**
Two or More Races	**	**	N	**	**	n/a	**
Economically Disadvantaged Students	**	**	N	**	**	n/a	**
Students with Disabilities	**	**	N	**	**	n/a	Met
English Learners	**	**	N	**	**	N	**

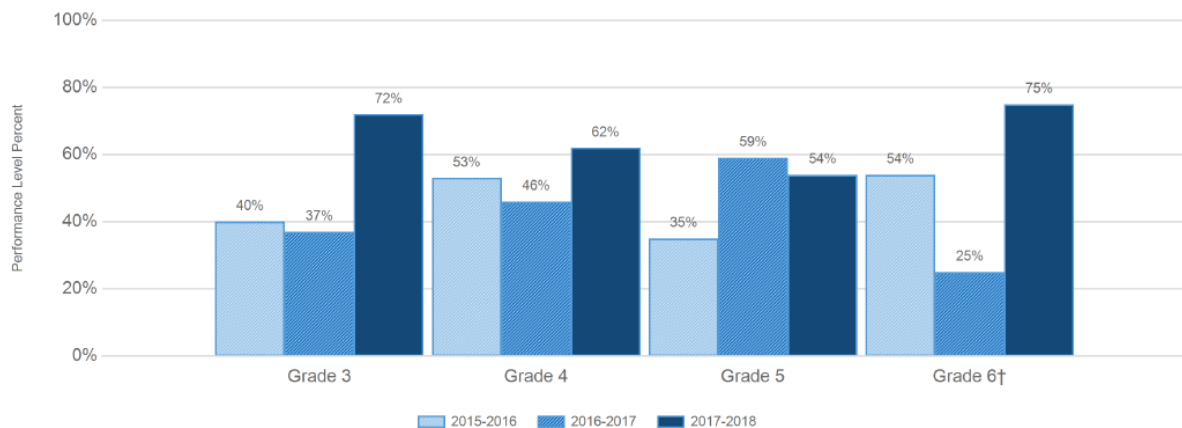
ENGLISH LANGUAGE ARTS/LITERACY ASSESSMENT

PERFORMANCE TRENDS



MATHEMATICS ASSESSMENT

PERFORMANCE TRENDS



SHARED SERVICES



SHARED SERVICES



- *CST* shared service with
Seaside Heights School District
- *Physical Education* shared service with
Ocean Gate School District
- *Art* shared service with
Lakehurst School District
- *Facility Management* shared service with
OCVTS



TECHNOLOGY



TECHNOLOGY



- We are one-to-one with chromebooks in every classroom, K-6.
- Every classroom has an Interactive LCD Projector.
- There is an Ipad cart that can be utilized by all classes
- NWEA Maps is a web-based assessment that provides the data that teachers use to drive their instruction.
- Pathblazers 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.

STEAM, ENRICHMENT, & SAIL PROGRAMS

STEAM, ENRICHMENT, SAIL

- Each class participates in STEAM one period per week for each class.
- Each class also benefits from Enrichment one period per week.
- S.A.I.L. - Students' Accelerated Initiative for Learning is a Gifted and Talented pull-out program for grades 4-6.



THE STARS PROGRAM

THE STARS PROGRAM

- STARS is our Basic Skills program - students in need of individualized, focused learning in targeted areas are pulled-out or supported in the classroom by a special education teacher, to work at their own pace.

GUIDANCE & PROJECT TEAM



GUIDANCE

- We have a full time Guidance Counselor. The role of the Guidance Counselor is to provide support to all students during their educational careers.
- The Guidance Counselor also organizes and manages Project Team, our school-wide anti-bullying program.

Project TEAM

- The mission of Project Team is “to help schools evolve into TEAM-oriented cultures.”
- Project TEAM, uses six foundations and relatable characters to provide common language for staff and students.



Harper

Foundation: Helping Others
Career Path: Human Services



Paco

Foundation: Positive Change
Career Path: Health Services



Ruby

Foundation: Resiliency
Career Path: Business & Marketing



Lamar

Foundation: Leadership
Career Path: Arts & Communication



Amelia

Foundation: Anti-bullying
Career Path: Technology &



Philo

Foundation: Problem Solving
Career Path: Natural Resources

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.
- We have a Transition Class that allows students to work at a pace that supports their individual learning style.
- Students benefit from pull-out instruction and in-class support provided by special education teachers.
- Our service providers include Occupational Therapists, Physical Therapists and Speech Pathologists

VISUAL & PERFORMING ARTS

VISUAL & PERFORMING ARTS

- Music instruction takes place once per week for each class.
- Band is offered as an after-school program for students in grades 2-6.
- Theater week offers an opportunity for students to enhance their literary knowledge and ability to empathize
- The Art Fair provides an opportunity for the community to appreciate our students' art work
- Our students perform in two off-site concerts per year

EXTRA CURRICULAR CLUBS

EXTRA CURRICULAR CLUBS

- Sports
- Robotics
- Homework
- Chess
- Chorus
- Art
- Band
- Mural



EXTRA CURRICULAR CLUBS



COMMUNITY INVOLVEMENT

COMMUNITY INVOLVEMENT

- We are very proud of our relationships with the following Island Heights Community Organizations
 - The Town Council/Board of Education Liaisons
 - The Police Department supports our students through the L.E.A.D. program
 - The Fire Department hosts Fire Week to teach about fire safety
 - The Department of Public Works ensures that IHGS always looks its best by clearing the snow in the winter and cutting the grass in the spring, summer and fall.



COMMUNITY INVOLVEMENT

- Community members are invited to IHGS for all of our special programs such as:
 - Veterans' Day
 - The Art Fair
 - Flag Day
 - The STEAM Fair
 - Grandparents' Day
 - Read Across America
 - The Annual Pasta Dinner





STRATEGIC PLANNING PROCESS

STRATEGIC PLANNING PROCESS

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

Thursday, March 21

Thursday, April 11

Thursday, May 16

Kathy Winecoff is the NJ School Board Representative for Ocean County.

Appendix “B”

Strengths, Achievements and Challenges

Appendix “B”

Strengths, Achievements & Challenges

On March 21, 2019, Island Heights school administrators, staff, board of education members, parents, and community members, thirty-three (33) in total, came together for Meeting #1 of the strategic planning process. We began with a welcome and introductions by Mr. Timothy Rehm, Superintendent of Schools. Mr. Rehm, Superintendent, presented the State of the School report. Kathy Winecoff then gave a review of New Jersey School Board Association’s (NJSBA) strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the first evening focused on identifying district strengths and challenges. Participants were asked to brainstorm on the strengths and challenges for the Barnegat Township School District. Participants gathered in randomly assigned groups, six (6) groups in total, engaged in brainstorming the strengths and challenges. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

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

Group Consensus District Strengths & Challenges

Fuchsia Group

Strengths	Challenges
Class size	More field trips – educational, a lot of local possibilities
Student familiarity	Gifted program for younger grades
Technology access	No summer programs
Peer support	More after school programs for younger students
Culture of teamwork	Expand music program to regular school hours
Open lines of communication with staff	Lack of social media – for reminders/notices
Security / safety	
Consistent structure / clear expectations	

Light Blue Group:

Strengths	Challenges
STEAM / Robotics / Enrichment / 3D Printers	Physical limitations (lack of space) – offer a STEAM area etc., different types of clubs
Small Class Size	Clubs may be difficult for some kids before and after school
Each child's prescription plan – every teacher knows every child well	Family/Parent resources to assist with curriculum at home.
A lot of clubs / activities/choices	Communication – “What are they learning in the classroom?” – post on website
Increased test scores and student growth	More communication about Clubs / Activities
Spanish / Foreign Language	How will we keep class size down with increasing costs
Security / Safety	Flooding at the front steps

Bright Green Group:

Strengths	Challenges
Facility / location	1 class per grade
Class size	Small size school
Bringing out of district students back	Out of district \$
Small size	State aid
Advancement of technology	Health care \$
Individualized attention	Community involvement
Parental involvement	Band after school – can preclude kids from other after-school activities
Leadership	
Shared services	
Extra-curricular activities	

Bright Yellow Group:

Strengths	Challenges
Staff – experienced and supportive	Escalating costs
Supportive local government	Maintaining and building on strengths
Supportive residents	Consolidation threat
Modern, well-maintained school	Ongoing maintenance of technology and building
Choice school	Retain and attract a highly qualified staff
Well rounded programs and curriculum	Go and maintain a greener footprint
Small school	
Positive school culture & climate	



Group:

Strengths	Challenges
Hands on boss	Budgetary constraints
Agility of administration & staff	Fundraising
Family feeling and community connection	Personnel matching needs
#2 school in Ocean County	Scheduling due to small size
Many activities and clubs for small school	
Excitement and passion	
Choice program	
Abundance of technology	
Supportive environment	

Dark Blue Group:

Strengths	Challenges
Clubs – Music and Arts	Budget
Teachers	Cafeteria food
Technology	Language arts & foreign
Out of box curriculum / grants/cursive	Choice Expansion
Renovated facility	More Physical Education
Parents / community	Closeness of class
Communication	Band Schedule
Leadership / highly qualified teachers	
Choice	
Healthy environment	

Based on the information gathered from the majority of the groups that participated in this meeting, the common themes the Island Heights School District that may be considered in the goal areas include:

- Leadership
- Class size
- #2 - #1
- Community support
- Staff experience
- Clubs / opportunities
- Choice program
- Technology
- Teachers knowing all students
- Open communication
- Budget
- Small size is both + and –
- General communication
- Band during day
- Safety and security
- Personnel matching needs

Appendix “C”

Vision 2024

Appendix “C”

Vision 2024

Developing a Vision for the Island Heights School District

On April 11, 2019, Island Heights School District Superintendent, Board of Education members, staff, parents, and community members, twenty-seven (27) in all, came together for the second meeting of strategic planning. The topic for the second meeting was focused on developing a vision for the Island Heights School District. The meeting began with a welcome and introduction by Superintendent, Mr. Timothy Rehm. Facilitators Kathy Winecoff and Mary Ann Friedman, from New Jersey School Boards Association (NJSBA), were introduced and provided an overview of 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 Island Heights and seeing their school on the cover of TIME magazine. The article is about Schools that Succeed. In addition to the current programs already in place in Island Heights, what programs/services/curriculum/student outcomes/best practices/facilities would you expect to see in your school that is succeeding? Participants were encouraged to think “big picture.”

Participants gathered in randomly assigned groups, six (6) groups in total, to develop a shared vision and initiatives. The small groups reviewed the outcomes from Meeting #1, strengths and challenges, and then began brainstorming on their vision for the district. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

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

Group Consensus: Vision & Initiatives

Black Dot Group

Name of Article: “A little Island that Offers a World of Possibility”

Vision	Initiatives
1. Student body fluent in a foreign language by 6 th grade graduation. 2. Student choice in selecting classes in support of advancement of STEAM. 3. Classroom focused on collaboration to produce emotionally intelligent children.	1. Starting in 5 th begin conducting classroom activities in 2 nd language for part / all of day. Support / Develop students to compete globally. 2. Create a course of electives that supports the advancement of Arts, SEL, TECH 3. Creating more opportunities to demo mastery of project based learning.

Red Dot Group

Name of Article: "I.H.G.S. Creates 21st Century Leaders"

Vision	Initiatives
The IHGS seeks to engage the entire community in providing students with the opportunity to become successful and significant members of their community prepared to meet the challenges of the 21 st Century.	Student Leadership <ul style="list-style-type: none">• Expand Project Team• Open up more community outreach programs Social-Emotional Learning <ul style="list-style-type: none">• School-wide Yoga• Responsive classroom Prepare Students for Transition to "real world" Technology - stay current and build Expand communication (written / oral) Critical Thinking / Problem Solving Learning

Dark Blue Group

Name of Article: "A Small School with Big Ideas"

Vision	Initiatives
<ul style="list-style-type: none">• Developing critical thinkers• Developing wide variety of skills and problem-solving ability• Students engaged with and respectful of their community, government and environment• Foster cooperation between and among students, faculty and administration – to promote the habit of cooperation with others in life.	<ul style="list-style-type: none">• Peer mentoring• Hands on learning• Promote learning life-skills• Promote civic responsibility• Promote greater environmental consciousness• Learning Centers in Classrooms• Problem solving through teamwork

Light Blue Dot Group

Name of Article: "The Little School that Could"

Vision	Initiatives
<ul style="list-style-type: none">• Leaders• Community involved (compassionate and aware of others)• Problem solvers	Partnerships with community groups: <ul style="list-style-type: none">• Garden Club• Display student at Peto Museum Increased opportunities for student leadership <ul style="list-style-type: none">• Peer Mentoring• Student led tours with Cultural Association Increase critical thinking <ul style="list-style-type: none">• PD for staff on Blooms Taxonomy• Academic programs (Math24, Battle of the Books, continue to grow summer programs)

Orange Dot Group

Name of Article: "Number Two Becomes NUMBER ONE (in the state)"

Vision	Initiatives
	<p>1. Social, Emotional, Behavioral <i>Choice Seating (School Choice Program)</i></p> <ul style="list-style-type: none"> • Find a way to mainstream • Funding to obtain K-6 (all rooms) • Expectation of use/privilege <p>2. Financial / Economics <i>Budgeting</i></p> <ul style="list-style-type: none"> • In school incentives (whole group / independent) • Tied into Project TEAM • Accountability of self / group & finances <p>3. Global Awareness <i>Cultures</i></p> <ul style="list-style-type: none"> • Exposure to global holidays / traditions / activities / daily life • Skype • Pen Pals / email • Peer Teaching

Board Group

Name of Article: "Island Heights Grade School Kids are Ready for Real Life"

Vision	Initiatives
Problem solvers	
More Music & Arts	<p>Music & Arts during school day</p> <p>Teach History</p> <p>Teach Skills</p>
Life Skills	<p>Everyday Skills</p> <ul style="list-style-type: none"> • Banking • Home Economics • Intro to Politics • Responsibilities of being a citizen

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

- Critical thinking
- Communication
- Community involvement
- Emotional education / Social– Emotional Learning
- Student leadership
- interdisciplinary program
- Life Skills
- Peer Learning / Mentoring

***Four goal areas** emerged from the common themes identified by the group at large:

1. Student Growth & Success
2. Community Involvement / Engagement
3. Finance
4. Curriculum-Driven Facility

Appendix “D”

Developing Strategic Planning Goals & Objectives

Developing Strategic Planning Goals & Objectives

On May 16, 2019, Island Heights School District administrators, staff, parents, and community members, twenty-nine (29) 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 Island Heights School District. The meeting began with a welcome by Superintendent, Mr. Timothy Rehm. Facilitators, Kathy Winecoff and Mary Ann Friedman, from New Jersey School Boards Association (NJSBA) 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 May 16, 2019 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.

At the conclusion of Meeting #2, four goal areas emerged from the common themes identified by the group at large. Those areas listed below the goal areas were identified as topics to include in objectives and strategies.

1. Student Growth & Success
2. Community Engagement / Involvement
3. Curriculum-Driven Facility
4. Finance

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.

Goal Area: Student Growth & Success

Strengths	Challenges
Class size	More field trips – educational, a lot of local possibilities
Student familiarity	Gifted program for younger grades
Technology access	No summer programs
Peer support	More after school programs for younger students
Culture of teamwork	Expand music program to regular school hours
Open lines of communication with staff	Physical limitations (lack of space) – offer a STEAM area etc., different types of clubs
Security / safety	Clubs may be difficult for some kids before and after school
Consistent structure / clear expectations	Family/Parent resources to assist with curriculum at home.
STEAM / Robotics / Enrichment / 3D Printers	1 class per grade
Small Class Size	Small size school
Each child's prescription plan – every teacher knows every child well	Band after school – can preclude kids from other after-school activities
A lot of clubs / activities/choices	Retain and attract a highly qualified staff
Increased test scores and student growth	Budgetary constraints
Spanish / Foreign Language	Fundraising
Bringing out of district students back	Personnel matching needs
Parental involvement	Scheduling due to small size
Leadership	Cafeteria food
Shared services	Language arts & foreign
Extra-curricular activities	Choice Expansion
Staff – experienced and supportive	More Physical Education
Supportive local government	Closeness of class
Supportive residents	Band Schedule
Modern, well-maintained school	
Choice school	
Well rounded programs and curriculum	
Positive school culture & climate	
Agility of administration & staff	
Family feeling and community connection	
#2 school in Ocean County	
Excitement and passion	
Out of box curriculum / grants/cursive	
Renovated facility	

Vision	Initiatives
<ol style="list-style-type: none"> 1. Student body fluent in a foreign language by 6th grade graduation. 2. Student choice in selecting classes in support of advancement of STEAM. 3. Classroom focused on collaboration to produce emotionally intelligent children. 	<ol style="list-style-type: none"> 1. Starting in 5th begin conducting classroom activities in 2nd language for part / all of day. Support / Develop students to compete globally. 2. Create a course of electives that supports the advancement of Arts, SEL, TECH 3. Creating more opportunities to demo mastery of project based learning.
<p>The IHGS seeks to engage the entire community in providing students with the opportunity to become successful and significant members of their community prepared to meet the challenges of the 21st Century.</p>	<p>Student Leadership</p> <ul style="list-style-type: none"> • Expand Project Team • Open up more community outreach programs <p>Social-Emotional Learning</p> <ul style="list-style-type: none"> • School-wide Yoga • Responsive classroom <p>Prepare Students for Transition to “real world”</p> <p>Technology - stay current and build</p> <p>Expand communication (written / oral)</p> <p>Critical Thinking / Problem Solving Learning</p>
<ul style="list-style-type: none"> • Developing critical thinkers • Developing wide variety of skills and problem-solving ability • Students engaged with and respectful of their community, government and environment • Foster cooperation between and among students, faculty and administration – to promote the habit of cooperation with others in life. 	<ul style="list-style-type: none"> • Peer mentoring • Hands on learning • Promote learning life-skills • Promote civic responsibility • Promote greater environmental consciousness • Learning Centers in Classrooms • Problem solving through teamwork

Vision	Initiatives
	<p>1. Social, Emotional, Behavioral <i>Choice Seating (School Choice Program)</i></p> <ul style="list-style-type: none"> • Find a way to mainstream • Funding to obtain K-6 (all rooms) • Expectation of use/privilege <p>2. Financial / Economics <i>Budgeting</i></p> <ul style="list-style-type: none"> • In school incentives (whole group / independent) • Tied into Project TEAM • Accountability of self / group & finances <p>3. Global Awareness <i>Cultures</i></p> <ul style="list-style-type: none"> • Exposure to global holidays / traditions / activities / daily life • Skype • Pen Pals / email • Peer Teaching
<ul style="list-style-type: none"> • Leaders • Community involved (compassionate and aware of others) • Problem solvers 	<p>Partnerships with community groups:</p> <ul style="list-style-type: none"> • Garden Club • Display student at Peto Museum <p>Increased opportunities for student leadership</p> <ul style="list-style-type: none"> • Peer Mentoring • Student led tours with Cultural Association <p>Increase critical thinking</p> <ul style="list-style-type: none"> • PD for staff on Blooms Taxonomy • Academic programs (Math24, Battle of the Books, continue to grow summer programs)
Problem solvers	
More Music & Arts	<p>Music & Arts during school day</p> <p>Teach History</p> <p>Teach Skills</p>
Life Skills	<p>Everyday Skills</p> <ul style="list-style-type: none"> • Banking • Home Economics • Intro to Politics • Responsibilities of being a citizen

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

Common Themes Meeting #1:

- Leadership
- Class size
- #2 - #1
- Community support
- Staff experience
- Clubs / opportunities
- Choice program
- Technology
- Teachers knowing all students
- Open communication
- Budget
- Small size is both + and –
- General communication
- Band during day
- Safety and security
- Personnel matching needs

Common Themes Meeting #2:

- Critical thinking
- Communication
- Community involvement
- Emotional education / Social–Emotional Learning
- Student leadership
- interdisciplinary program
- Life Skills
- Peer Learning / Mentoring

Goal Area: Community Engagement / Involvement

Strengths		Challenges	
Open lines of communication with staff		No summer programs	
Each child's prescription plan – every teacher knows every child well		More after school programs for younger students	
Bringing out of district students back		Lack of social media – for reminders/notices	
		Physical limitations (lack of space) – offer a STEAM area etc., different types of clubs	
		Clubs may be difficult for some kids before and after school	
Individualized attention		Family/Parent resources to assist with curriculum at home.	
Parental involvement		Communication – “What are they learning in the classroom?” – post on website	
Leadership		More communication about Clubs / Activities	
Shared services		How will we keep class size down with increasing costs	
Staff – experienced and supportive		Community involvement	
Supportive local government		Consolidation threat	
Supportive residents		Fundraising	
Choice school		Scheduling due to small size	
Family feeling and community connection		Choice Expansion	
#2 school in Ocean County			
Supportive environment			
Technology			
Parents / community			
Communication			
Vision		Initiatives	
The IHGS seeks to engage the entire community in providing students with the opportunity to become successful and significant members of their community prepared to meet the challenges of the 21 st Century.		Student Leadership <ul style="list-style-type: none"> • Expand Project Team • Open up more community outreach programs Prepare Students for Transition to “real world” Expand communication (written / oral)	
<ul style="list-style-type: none"> • Students engaged with and respectful of their community, government and environment • Foster cooperation between and among students, faculty and administration – to promote the habit of cooperation with others in life. 		<ul style="list-style-type: none"> • Peer mentoring • Promote civic responsibility • Promote greater environmental consciousness • 	
		Global Awareness <i>Cultures</i> <ul style="list-style-type: none"> • Exposure to global holidays / traditions / activities / daily life • Skype • Pen Pals / email • Peer Teaching 	

Vision	Initiatives
Community involved (compassionate and aware of others)	Partnerships with community groups: <ul style="list-style-type: none"> • Garden Club • Display student at Peto Museum Increased opportunities for student leadership <ul style="list-style-type: none"> • Peer Mentoring • Student led tours with Cultural Association
Life Skills	Everyday Skills <ul style="list-style-type: none"> • Banking • Home Economics • Intro to Politics • Responsibilities of being a citizen

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- General communication
- Band during day
- Safety and security
- Personnel matching needs

Common Themes Meeting #2:

- Critical thinking
- Communication
- Community involvement
- Emotional education / Social–Emotional Learning
- Student leadership
- interdisciplinary program
- Life Skills
- Peer Learning / Mentoring

Goal Area: Curriculum-Driven Facility

Strengths		Challenges	
Class size		Gifted program for younger grades	
Technology access		No summer programs	
Security / safety		More after school programs for younger students	
Consistent structure / clear expectations		Expand music program to regular school hours	
STEAM / Robotics / Enrichment / 3D Printers		Physical limitations (lack of space) – offer a STEAM area etc., different types of clubs	
Small Class Size		Clubs may be difficult for some kids before and after school	
Security / Safety		How will we keep class size down with increasing costs	
Facility / location		Flooding at the front steps	
Bringing out of district students back		Consolidation threat	
Modern, well-maintained school		Ongoing maintenance of technology and building	
Choice school		Go and maintain a greener footprint	
Renovated facility		Budgetary constraints	
Parents / community		Scheduling due to small size	
Communication		Choice Expansion	
Leadership / highly qualified teachers			
Choice			
Healthy environment			
Vision		Initiatives	
1. Student choice in selecting classes in support of advancement of STEAM. 2. Classroom focused on collaboration to produce emotionally intelligent children.			
The IHGS seeks to engage the entire community in providing students with the opportunity to become successful and significant members of their community prepared to meet the challenges of the 21 st Century.		Social-Emotional Learning <ul style="list-style-type: none"> School-wide Yoga Responsive classroom Technology - stay current and build	
		Learning Centers in Classrooms	
		1. Social, Emotional, Behavioral <i>Choice Seating (School Choice Program)</i> <ul style="list-style-type: none"> Find a way to mainstream Funding to obtain K-6 (all rooms) Expectation of use/privilege 	

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

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- Budget
- Small size is both + and –
- General communication
- Band during day
- Safety and security
- Personnel matching needs

Common Themes Meeting #2:

- Critical thinking
- Communication
- Community involvement
- Emotional education / Social–Emotional Learning
- Student leadership
- interdisciplinary program
- Life Skills
- Peer Learning / Mentoring

Goal Area: Finance

Strengths		Challenges	
Class size		More field trips – educational, a lot of local possibilities	
Technology access		Gifted program for younger grades	
Security / safety		No summer programs	
Consistent structure / clear expectations		More after school programs for younger students	
		Expand music program to regular school hours	
STEAM / Robotics / Enrichment / 3D Printers		Physical limitations (lack of space) – offer a STEAM area etc., different types of clubs	
Spanish / Foreign Language		Clubs may be difficult for some kids before and after school	
Bringing out of district students back		How will we keep class size down with increasing costs	
Advancement of technology		Flooding at the front steps	
Shared services		Out of district \$	
Choice school		State aid	
Well rounded programs and curriculum		Health care \$	
Agility of administration & staff		Escalating costs	
Out of box curriculum / grants/cursive		Maintaining and building on strengths	
Renovated facility		Consolidation threat	
		Ongoing maintenance of technology and building	
		Retain and attract a highly qualified staff	
		Go and maintain a greener footprint	
		Budgetary constraints	
		Fundraising	
		Personnel matching needs	
		Cafeteria food	
		Choice Expansion	
		More Physical Education	
Vision		Initiatives	
Student body fluent in a foreign language by 6 th grade graduation.		Create a course of electives that supports the advancement of Arts, SEL, TECH	
The IHGS seeks to engage the entire community in providing students with the opportunity to become successful and significant members of their community prepared to meet the challenges of the 21 st Century.		Social-Emotional Learning <ul style="list-style-type: none"> • School-wide Yoga • Responsive classroom Technology - stay current and build	
		Learning Centers in Classrooms	
More Music & Arts		Music & Arts during school day	
Life Skills		Everyday Skills <ul style="list-style-type: none"> • Banking • Home Economics • Intro to Politics • Responsibilities of being a citizen 	

Vision	Initiatives
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	Increase critical thinking <ul style="list-style-type: none"> • PD for staff on Blooms Taxonomy • Academic programs (Math24, Battle of the Books, continue to grow summer programs)

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Common Themes Meeting #2:

- Critical thinking
- Communication
- Community involvement
- Emotional education / Social–Emotional Learning
- Student leadership
- interdisciplinary program
- Life Skills
- Peer Learning / Mentoring

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

Island Heights Strategic Planning Goals

1. Student Growth and Success

Goal: To produce academically, emotionally and socially well-rounded individuals who will become successful citizens.

Objectives:

- a. Create a positive social, emotional and behavioral learning environment through school-wide initiatives and the implementation of programs to assist with self-monitoring, coping skills and conflict resolution**
- b. Increase critical thinking skills to promote problem solving**
- c. Demonstrate citizenship and leadership through peer mentoring and team building across the grade levels**
- d. Differentiate within the mainstream classroom (least restrictive environment) to meet the needs of all learners through the analysis of individualized data**
- e. Enhance character education by developing an incentivized program**

2. Community Engagement / Involvement

Goal: Expand our school boundaries to foster relationships with the regional school district and local civic and community organizations.

Objectives:

- a. Develop community outreach committee with representation from local organizations**
- b. Create networking opportunities for our students with from the regional elementary school (peers)**
- c. Develop a volunteer-led student-driven community column in the school newsletter**
- d. Create a volunteer reading program**
- e. Create incentives for kids to participate in local events, i.e., Earth Day, earn tickets**

3. Curriculum-Driven Facility

Goal: The Island Heights Grade School will develop a curriculum-driven facility which will provide our students to be successful and prepared to meet the challenges of the 21st Century.

Objectives:

- a. Develop a responsive classroom to increase student engagement and well-being**
- b. Identify strengths and opportunities to develop shared services with sister sending schools in the areas of STEAM, Arts, Robotics, Athletics and Gifted & Talented**
- c. To increase student access to media services in our school and surrounding community**

4. Finance

Goal: Enhance the district's ability to maintain and augment existing programs and create additional programs to ensure sustainable funding.

Objectives:

- a. Explore the creation of a charitable educational foundation for the school district**
- b. Continue to focus on the use of shared services**
- c. Continue to explore opportunities to increase enrollment through school choice or tuition**
- d. Explore the possibility of additional funding through:**
 - 1) application to a variety of grants**
 - 2) increase cost for summer camp**
 - 3) use of building when school is not in session, for child care, Y-programs, etc.**

Appendix “D”

Action Plans

