



# Flemington-Raritan Regional School District

# 2023-2028

# Strategic Plan At-a-Glance

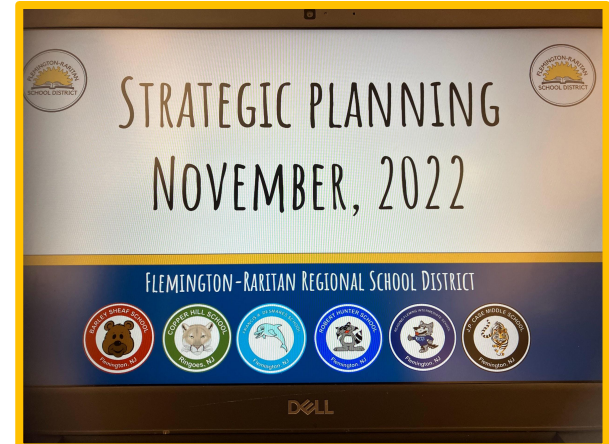
Superintendent, Dr. Kari McGann  
February 13, 2023





# Strategic Planning

The Strategic Planning Committee met on Friday, November 4 & Saturday, November 5, 2022 to set the District's five-year action plan for the benefit of students, staff, faculty, and the community.

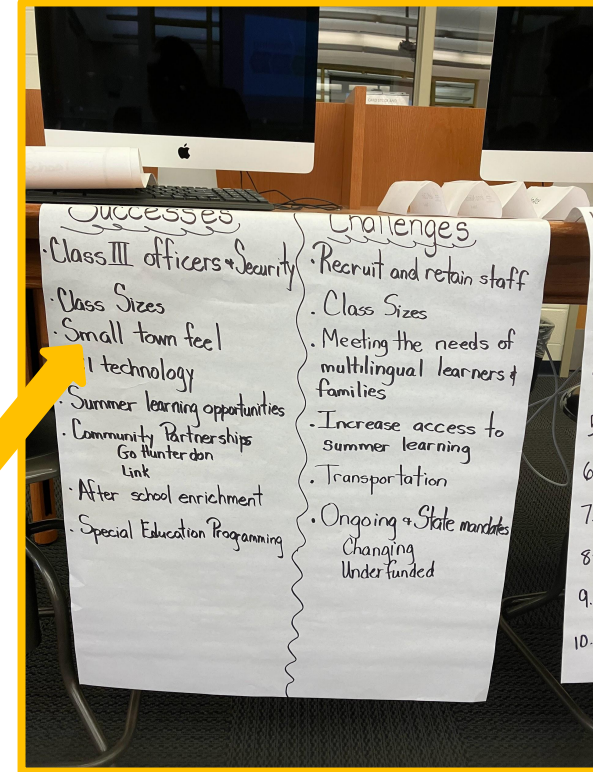
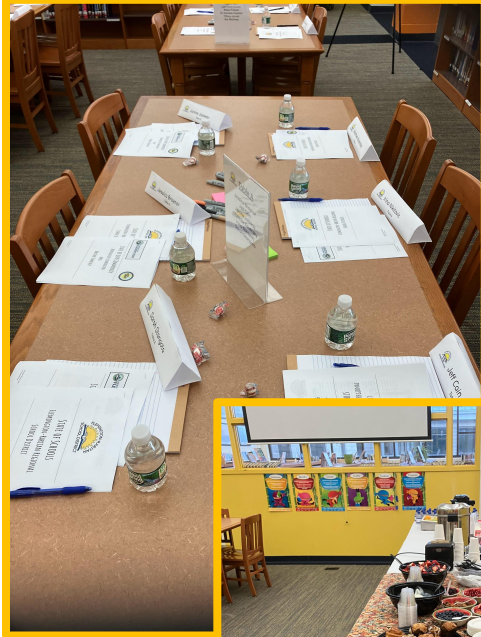




# Strategic Planning

Flemington-Raritan Regional School District, the largest school district in Hunterdon County, has a small town community feel with a BIG heart.

***"A small town feel"***

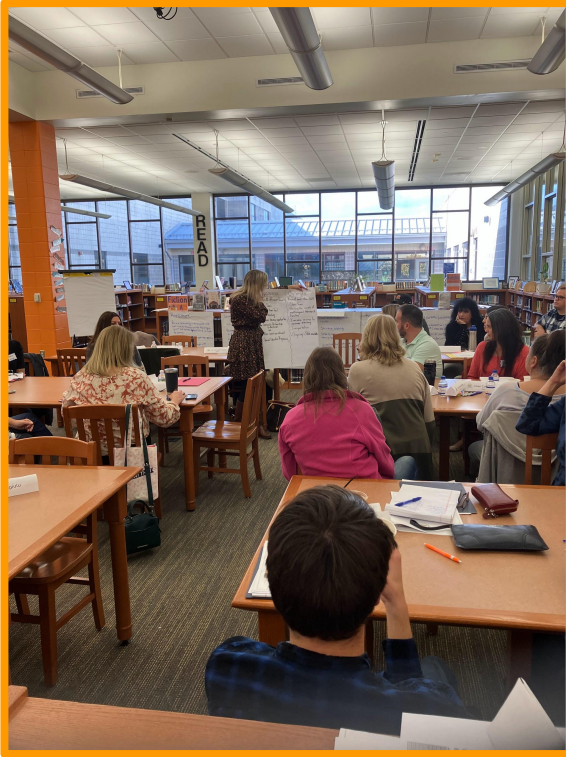






# Strategic Planning

During the two-day event, dozens of community members, BOE members, staff and faculty members, parents, and a student who graduated from FRSD came together to set district goals and a five-year vision for the future. New Jersey School Boards Representative, Gwen Thornton, assisted to facilitate the meeting.

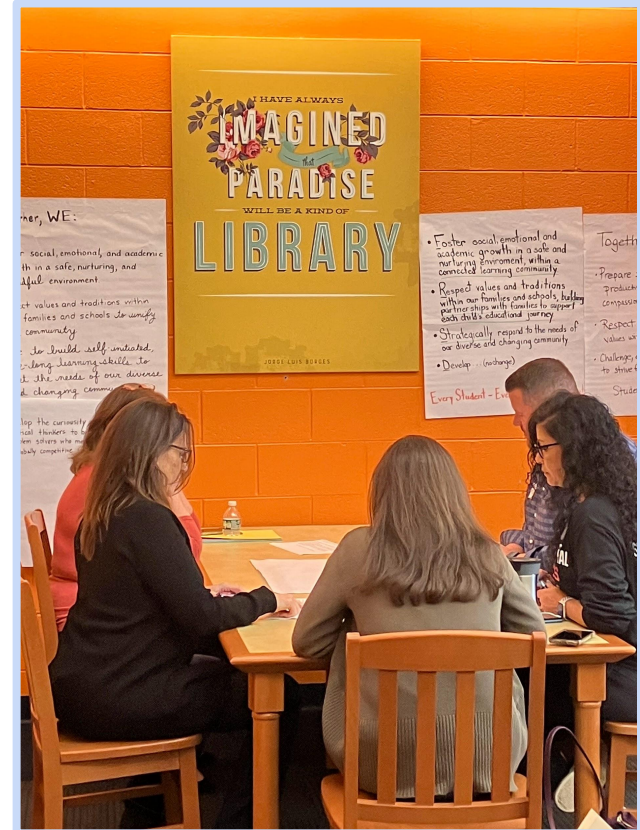
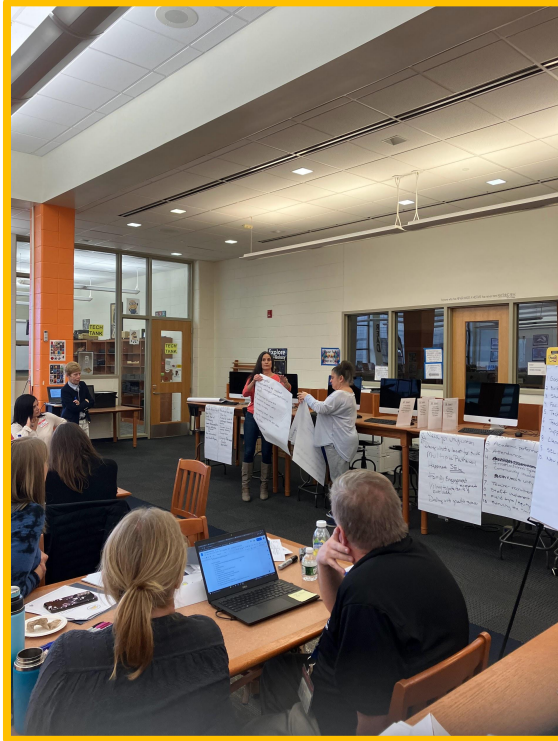






# Strategic Planning

A small group of community members separated from the group to write the district mission statement. The group used ideas from the whole group to build consensus on a new district mission statement.



# Mission Statement

*As a community of one, WE...*

**F***oster social, emotional, and academic growth within a connected learning community*

**R***espect, honor, and embrace diverse family and community values by building collaborative partnerships*

**S***trengthen opportunities that nurture creative and critical thinkers*

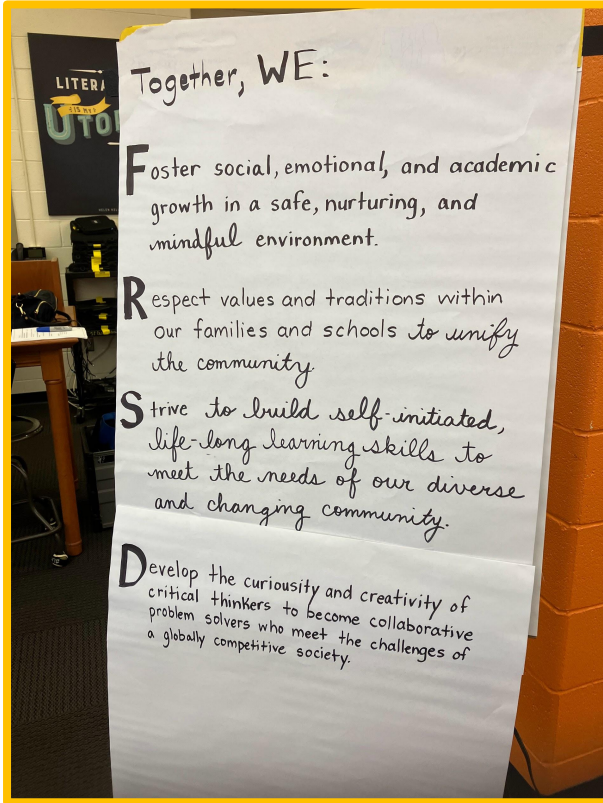
**D***evelop and inspire personal excellence.*



## District Statement

*“Every student, every day,  
every opportunity”*

remains as originally written.

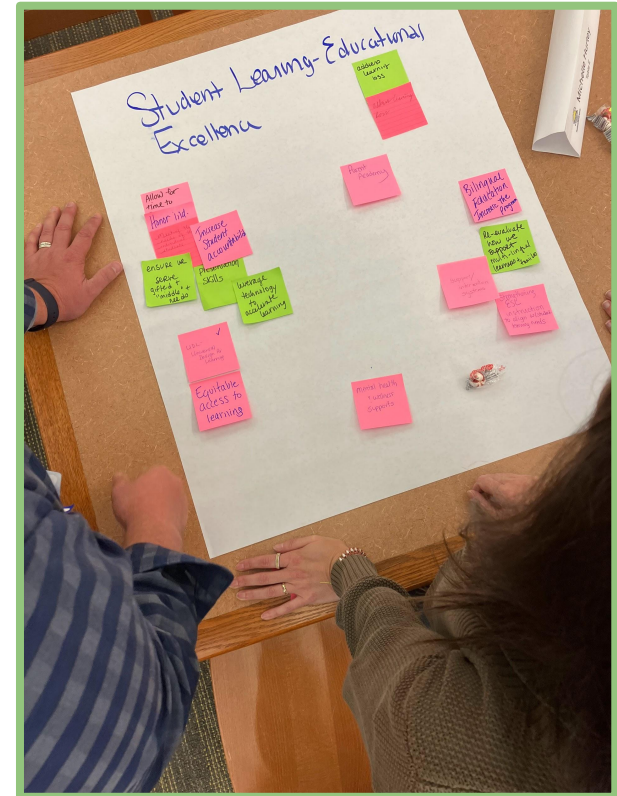
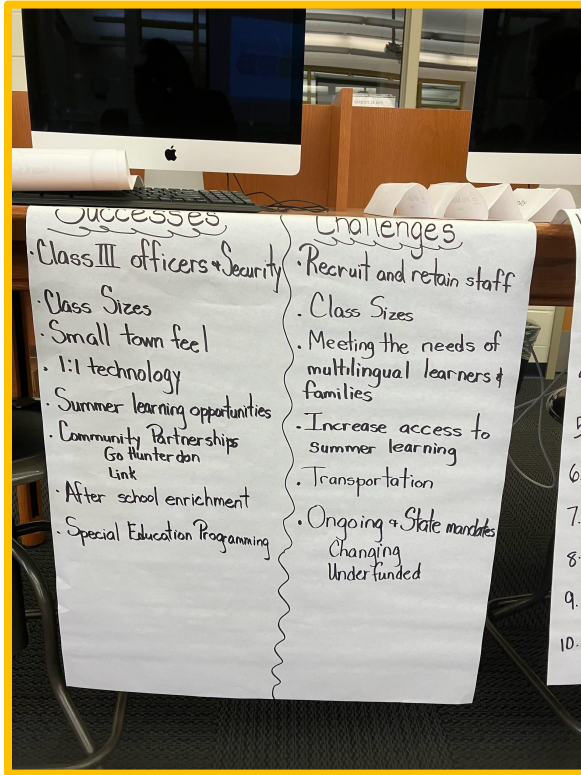






# Strategic Planning

The Strategic Planning Committee developed five goals at the initial two-day meeting and met again in late November to develop objectives for each goal.





# Strategic Planning

A survey was sent to each member of the committee to gather feedback and fine-tune goals and review the objectives developed for each goal. A final draft of the strategic plan was developed that included five goals with 2-5 objectives for each goal.

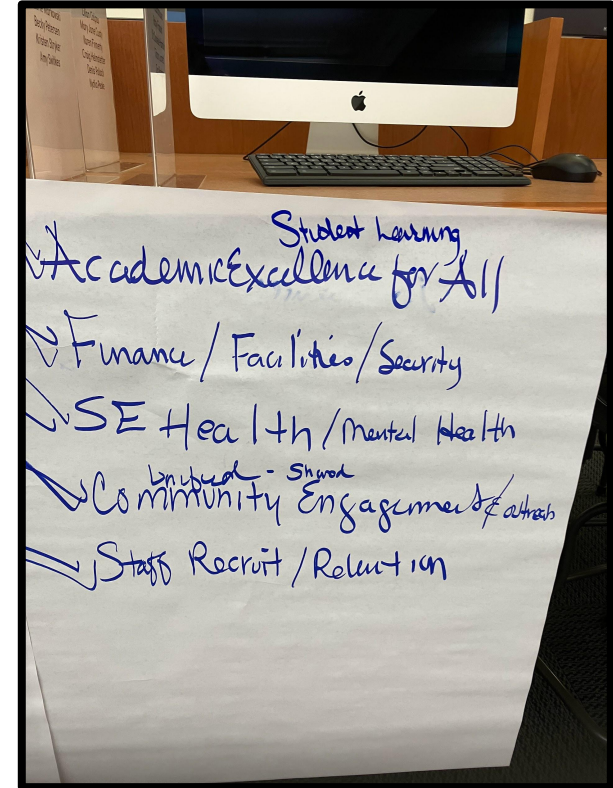


**Feedback Form for Strategic Planning Five-Year Goal Development**

Thank you for attending the Strategic Planning goal setting event on November 22, 2022 with members of the Strategic Planning Committee. Your ongoing partnership and support is appreciated in drafting the goals and objectives of the five-year strategic plan which sets the pathway for the District for the next five years.

During the meeting, small groups of community members reviewed the five strategic planning goals from our first meeting together and when warranted, slightly revised to wordsmith goals, being careful to keep the essence of the original goal.

Next, the same small groups developed objectives and action steps for each goal. The goals and objectives



# Goal #1

**GOAL 1:** The District will provide a comprehensive and rigorous educational experience that connects and expands students' knowledge while engaging and empowering all learners to synthesize and apply their skills and understandings in meaningful ways.

Objective 1: Communicate a clear definition of rigorous educational experiences, including the phrase "highly cognitively engaged" to promote a common understanding.

Objective 2: Research and evaluate rigorous learning practices that meet the needs of all learners.

Objective 3: Implement authentic student-centered experiences that activate rigorous learning.

Objective 4: Provide the professional learning necessary to support this strategic goal.



# Goal #2

**GOAL 2:** Develop a continuation of a multi-tiered system of support within the district to target the social, emotional, and mental health needs of students.

Objective 1: Utilize school and district data such as climate surveys to inform whole school and program-wide approaches to address the way children receive and engage with their environment, peers, and instructional materials

Objective 2: Establish a district-level multi-tiered system of support team inclusive of members with various expertise including counselors, child study team members, nurses, and administration to develop a universal screener and tiers of intervention.

Objective 3: Employ community support to establish an asset-based community resource to provide parent programs and portals of support

Objective 4: Plan professional development on signs and awareness that encourages prevention and intervention practices to address the mental health of children

Objective 5: Identify a systemic approach for instructional practices in the classroom setting for teachers and support personnel with consideration to the triage needs of students throughout the day.

# Goal #3

**GOAL 3:** The district will create opportunities to foster unity between the community and the school district in order to strengthen partnerships and develop a shared responsibility for student success.

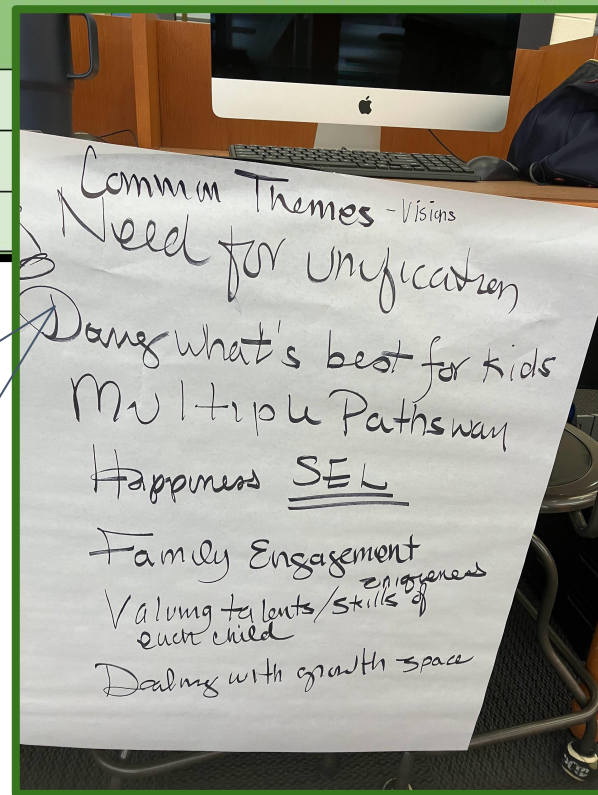
Objective 1: Purposefully work to create a culturally unified district.

Objective 2: Cultivate family involvement.

Objective 3: Plan unified community engagement and outreach experiences.

## Common Themes

- **Need for unification**
- Doing what's best for kids
- Multiple pathways
- Happiness SEL (social emotional learning)
- **Family engagement**
- Valuing talents and skills of each child
- Dealing with growth-- spaces



# Goal #4



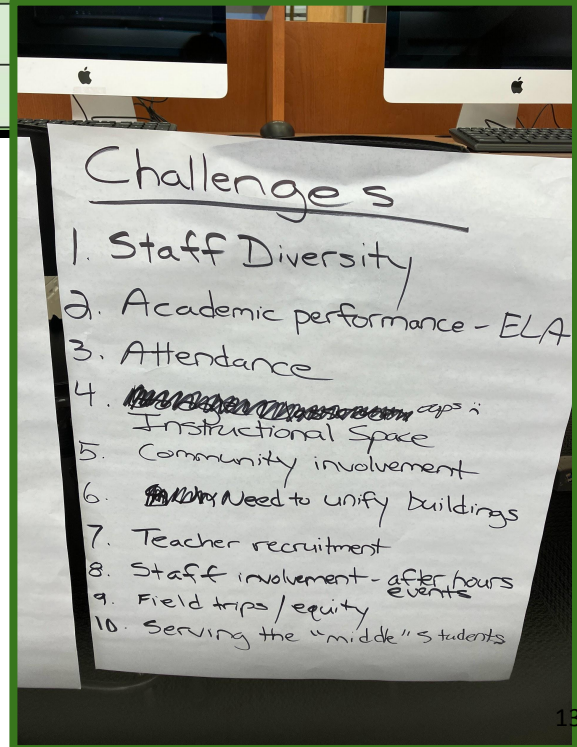
**GOAL 4:** Create an enticing and competitive work environment to attract and retain high-quality candidates representative of students' diverse backgrounds in the Flemington Raritan Regional School District community.

Objective 1: Increase the applicant pool and fill vacant positions.

Objective 2: Retain high-quality staff and faculty members.

## Challenges:

- Staff diversity
- Academic performance - ELA
- Attendance
- Instructional space
- Community involvement
- Need to unify buildings
- Teacher Recruitment
- Staff Involvement after hours events
- Field trips/equity
- Serving the "middle" students





# Goal #5

**GOAL 5:** Ensure the finance and facilities needs are budgeted to upkeep and meet the needs of the growing district.

Objective 1: Prepare the District budget that targets short and long-term objectives of the district

Objective 2: Consider all stakeholders in the budgeting process to increase fiscal responsibility and awareness through communication and continued transparency.

## Strengths:

- People want to be involved.
- Caring, intelligent, committed faculty and staff
- Progressive and proactive
- Resilient-- wants unity
- Ready to serve
- Leadership that cares
- Open & receptive to new ideas
- Facilities
- Communication
- Transparency

## Strengths

1. People want to be involved
2. Caring, intelligent, committed faculty & staff
3. Progressive & proactive
4. resilient → wants unity
5. ready to serve
6. leadership that cares
7. open & receptive to new ideas
8. Facilities
9. Communication
10. Transparency



# FLEMINGTON – RARITAN REGIONAL SCHOOL DISTRICT

## STRATEGIC PLAN

2023-2028

### AT A GLANCE

The Strategic Planning Committee is scheduled to meet again on February 22, 2023 to review objectives and strategies to reach objectives.

**GOAL 1:** The District will provide a comprehensive and rigorous educational experience that connects and expands students' knowledge while engaging and empowering all learners to synthesize and apply their skills and understandings in meaningful ways.

Objective 1: Communicate a clear definition of rigorous educational experiences, including the phrase "highly cognitively engaged" to promote a common understanding.

Objective 2: Research and evaluate rigorous learning practices that meet the needs of all learners.

Objective 3: Implement authentic student-centered experiences that activate rigorous learning.

Objective 4: Provide the professional learning necessary to support this strategic goal.

**GOAL 2:** Develop a continuation of a multi-tiered system of support within the district to target the social, emotional, and mental health needs of students.

Objective 1: Utilize school and district data such as climate surveys to inform whole school and program-wide approaches to address the way children receive and engage with their environment, peers, and instructional materials

Objective 2: Establish a district-level multi-tiered system of support team inclusive of members with various expertise including counselors, child study team members, nurses, and administration to develop a universal screener and tiers of intervention.

Objective 3: Employ community support to establish an asset-based community resource to provide parent programs and portals of support

Objective 4: Plan professional development on signs and awareness that encourages prevention and intervention practices to address the mental health of children





# FLEMINGTON – RARITAN REGIONAL SCHOOL DISTRICT

## STRATEGIC PLAN

### 2023-2028

### AT A GLANCE



The Strategic Plan At-a-Glance is the overview of the final document.

A final document will be published with the support of New Jersey School Boards.

<u>Objective 5:</u> Identify a systemic approach for instructional practices in the classroom setting for teachers and support personnel with consideration to the triage needs of students throughout the day.
<b>GOAL 3:</b> The district will create opportunities to foster unity between the community and the school district in order to strengthen partnerships and develop a shared responsibility for student success.
<u>Objective 1:</u> Purposefully work to create a culturally unified district.
<u>Objective 2:</u> Cultivate family involvement.
<u>Objective 3:</u> Plan unified community engagement and outreach experiences.
<b>GOAL 4:</b> Create an enticing and competitive work environment to attract and retain high-quality candidates representative of students' diverse backgrounds in the Flemington Raritan Regional School District community.
<u>Objective 1:</u> Increase the applicant pool and fill vacant positions.
<u>Objective 2:</u> Retain high-quality staff and faculty members.
<b>GOAL 5:</b> Ensure the finance and facilities needs are budgeted to upkeep and meet the needs of the growing district.
<u>Objective 1:</u> Prepare the District budget that targets short and long-term objectives of the district
<u>Objective 2:</u> Consider all stakeholders in the budgeting process to increase fiscal responsibility and awareness through communication and continued transparency.





The Superintendent is developing the final document. The full 2023-2028 Strategic Plan will include strategies, activities, persons responsible, resources, and timeline for goals and objectives. The document will be used regularly as a planning guide for the District.



**GOAL 1: The District will provide a comprehensive and rigorous educational experience that connects and expands students' knowledge while engaging and empowering all Learners to synthesize and apply their skills and understandings in meaningful ways.**

**Objective 1: Communicate a clear definition of rigorous educational experiences, including the phrase "highly cognitively engaged" to promote a common understanding.**

STRATEGIES	ACTIVITIES	PERSONS RESPONSIBLE	RESOURCES	TIMELINE
Create a Rigorous Learning Committee to serve as a district curriculum team.	<p>Meet at least quarterly to discuss progress and implementation.</p> <p>Develop a definition of rigorous learning which includes the phrase, "highly cognitively engaged"; create common vocabulary and district understanding of the goal.</p> <p>Create a shared drive of links and articles.</p>	Principals, Supervisors, and interested staff	<p>Book studies</p> <p>Professional articles</p> <p>Conferences/Workshops</p> <p>List of best practices</p>	2023-24



A draft of the full strategic plan will be shared with the Strategic Planning Committee prior to the February 22 meeting. The meeting will provide the committee with an opportunity to share feedback.



Objective 2: Research and evaluate rigorous learning practices that meet the needs of all learners.				
STRATEGIES	ACTIVITIES	PERSONS RESPONSIBLE	RESOURCES	TIMELINE
Evaluate current practices in district classrooms.	Conduct walkthroughs during and after school to assess the physical environment, expectations, and engagement.  Engage teachers in reflection about current practice.  Work with a consulting company to evaluate current Language Arts (Reading and Writing) practices and build the capacity of adult learners to promote a student-centered classroom.	Assistant Superintendent, Principals, department supervisors, and ScIP Team  Assistant Superintendent, Principals and Supervisors (via Pre- and Post-Conferences)  Language Arts Supervisor	Danielson Evaluation Model	By June 2024  Throughout the 2023-24 the school year  2023-24
Research models and strategies in use in other learning communities.	Visit other districts - both in person and virtually.  Attend conferences.  Continue professional reading.	Administrators and Rigorous Learning Committee		By June 2024



# Strategic Planning Committee Members Who Attended on Friday, November 4 and Saturday, November 5 and Responded to the Survey

A special thank you to committee members:

Courtney Angiuli  
Jaclyn Arce  
Hanan Attiyah  
Valerie Bart  
Daniel Bland  
Jessica Braynor  
Jeffrey Cain  
Lori Castronuovo  
Lilian Colpas  
Mary Jane Custy  
Robyn Fatooh

Karen Finnerty  
Danielle Hamblin  
Craig Helmstetter  
Joanne Hoffman  
Michelle Hurley  
Janine Jalloway  
Tiffany Jarrett  
Matthew Kosensky  
Jesse Lockett  
Laurie McKenzie  
Susan Mitcheltree

Irina Nikitovic  
Megan Pacyna  
Nydia Peake  
Rebecca Petersen  
Zac Rischawy  
Melanie Rosengarden  
Christopher Smolk  
Kristen Stryker  
Amy Switkes





# Flemington-Raritan Regional School District

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## Action Steps: Recovering Student Learning Loss in Language Arts & Mathematics



Presented by Superintendent, Dr. Kari McGann and  
Assistant Superintendent, Mr. Dan Bland  
February 13, 2023

# What the Research Says about Student Learning Loss due to the Pandemic

“The analysis found the average student lost more than half a school year of learning in math and nearly a quarter of a school year in reading--with some district averages slipping by more than double those amounts, or worse.”

~ [The Hechinger Report, 2022](#)

“The COVID-19 pandemic that shuttered classrooms set back learning in some U.S. School systems by more than a year, with children in high-poverty areas affected the most, according to a district-by district analysis of test scores...”

~ [The Associated Press](#)

# Steps to Recover Student Learning Loss



“The ARP Act of 2021 provided nearly \$122 billion to States to support Nation’s schools in safely reopening and sustaining the safe operations of schools while meeting the academic, social, emotional, and mental health needs of students resulting from the coronavirus disease 2019 (“COVID-19”) pandemic.”

(Source: [State Plan for the American Rescue Plan Elementary and Secondary School Emergency Relief Fund](#))

[The Superintendent’s Report](#) of the use of recovery funds to advance student learning loss and set an action plan in place was originally shared on December 12, 2022. “Project Accelerate” was implemented in January.





# Steps to Recover Student Learning Loss:

## Project Accelerate

**“Project Accelerate”** is the District’s after school intervention program for mathematics and reading funding by the American Rescue Plan and designed to address delayed learning resulting from the pandemic.

- a. The Experience Math program began in mid-January and provides in-person, small group instruction (1:6) on Wednesdays and Thursdays for 45 minutes (60 for faculty/staff) over 12 weeks.
- b. The Littera Reading program began in mid-January and provides remote, small group instruction (1:3) three days per week for 30 minutes over 12 weeks. Sessions will occur January-March, April-June, July-August, and October-December.
- c. Groups of students will continue through the winter months of 2023 and beyond.

# Steps to Recover Student Learning Loss: Using on-line tools for student learning

**“Freckle”** is an online mathematics adaptive practice tool available to first through fourth grade teachers to assist students to further their individual mathematics learning and growth. Freckle can be used during mathematics instructional time at school and at home.

**“Moby Max”** is available for all K-8 students as part of Project Accelerate. MAP growth data from the winter benchmark is utilized to target interventions to improve student outcomes.

**“EdCite”** is the District’s new technology-enhanced assessment and data warehousing platform that will allow us to develop high-quality assessment items and access students’ data using a centralized dashboard. This tool allows teachers to easily diagnose student learning gaps and plan individualized learning. (\$26,700)

# Steps to Recover Student Learning Loss Language Arts

Summer Literacy Intervention Support.....	<u><b>\$35,739</b></u>
Wilson Reading Consultants for small group reading instruction for students .....	<u><b>\$71,270</b></u>
NWEA MAP Assessment .....	<u><b>\$77,300</b></u>
High Intensity Tutoring Littera.....	<u><b>\$ 89,775</b></u>
Reading Fluency Probe.....	<u><b>\$ 26,075</b></u>
Summer Literacy Program.....	<u><b>\$ 32,295</b></u>



The District has taken comprehensive steps to recover student learning loss in language arts. Items listed are current action steps and not comprehensive of action steps immediately after and during the pandemic. For example, previous summer learning during the 2022 summer.





# Steps to Recover Student Learning Loss: Mathematics



After school and summer math tutoring clubs including  
Experience Math! 4.0\* (2021-2024) ..... **\$132,666**  
Moby  
Max.....  
**.\$18,831**

The District has taken comprehensive steps to recover student learning loss in mathematics. Items listed are current action steps and not comprehensive of action steps immediately after and during the pandemic. For example, the STEAM summer camps and Pitsco Take Home STEM kits camp is not included. \*Three year costs

# Steps to Recover Student Learning Loss: Professional Development



Book clubs for teachers

Teacher's Assistants professional development

Comprehensive Literacy Coaching for teachers

Summer professional development for teachers

Sheltered Instruction Training for teachers

Universal Design for Learning

Preschool training for teachers

**Total:** **\$106,208**

# Steps to Recover Student Learning Loss: Social Emotional Learning & Mental Health Wellness

## Effective Schools Solutions

Hire of Social workers, school psychologists,  
counselors.....**\$595,500**

Wellness Activities & Building  
Initiatives.....**\$29,580**

Additional District Hired Guidance  
Counselors.....**\$300,310**



**Total:**

**\$925,390**



# Steps to Recover Student Learning Loss: Targets for Specific Subgroups



Speech services for special education.....	<b><u>\$26,646</u></b>
Supplemental Services Programming Student Supervision.....	<b><u>\$6,769</u></b>



## Action Steps:

### Recovering Student Learning Loss in Language Arts & Mathematics

#### Key findings from research on steps to recover lost student learning:

“Efforts to address gaps in social-emotional learning must precede or be simultaneous with efforts to accelerate academic learning.”

“School districts and educators should rely on formative assessment and other ongoing measures of the progress of individual students in grade-level work when developing strategies to overcome any academic and social-emotional learning loss.”

[~Rebuilding Opportunities for Students](#)



# Flemington-Raritan Regional School District

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## Action Steps: Recovering Student Learning Loss in Language Arts & Mathematics



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