South Brunswick School District

Strategic Plan

June 17, 2019

HOW we engage in **strategic planning** matters just as much as **WHAT** is included in the strategic plan

Strategic Planning Process
Stakeholders Involved
Governance + Decision Making

Vision + Mission
Core Values
Focus Areas + Initiatives

Strategic Planning Process | January thru June 2019

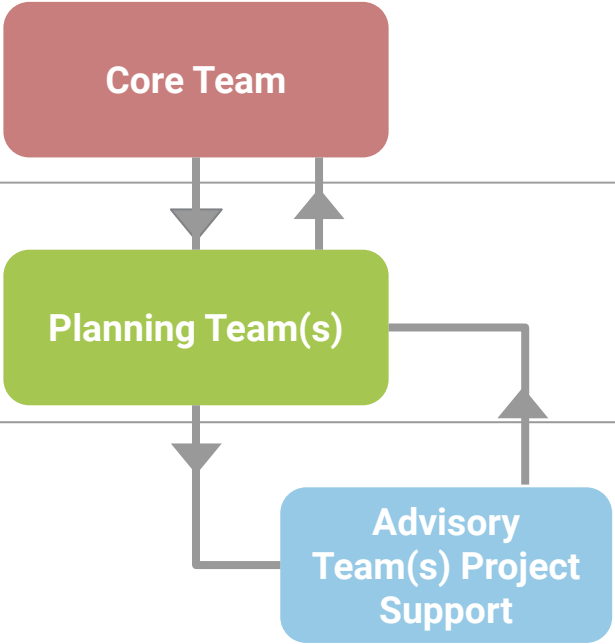| Phase	Description
Plan + Align — January	Determine how SBSD will **work together and engage stakeholders**
Foundations — February - March	Identify **opportunities for improvement and focus areas**
Design — April	Prototype **solutions and develop priorities**
Launch — May - June	Take steps to **launch initiatives and build accountability systems**

EACH PHASE CLARIFIED THE NEXT

3

PLAN + ALIGN | Creating Our Teams

Approach: Determined key stakeholders needed for the creation and direction of the process. The teams were defined below.

Outcome: Developed teams of stakeholders to gain buy-in and support.

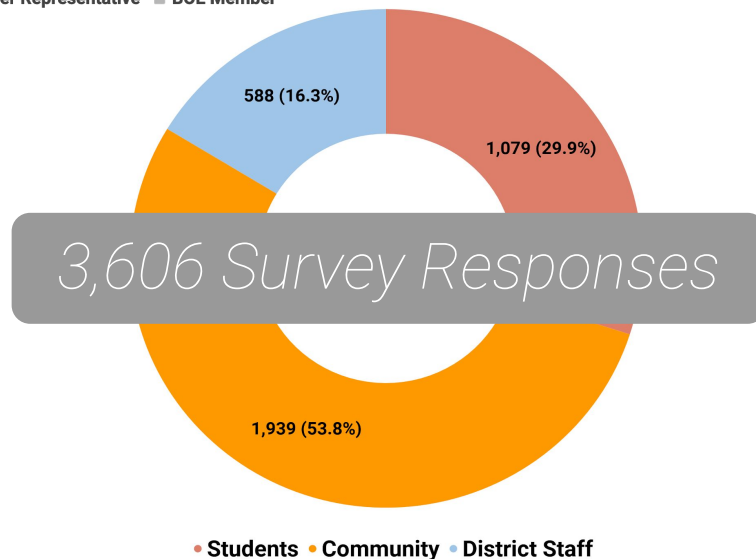| Role	Accountabilities
Core Team	• Synthesize / deliver action items • Process oversight • Ensure plan and stakeholder alignment across schools • Consistently collaborated from January through May
Planning Team(s)	• Allowed for direct engagement with students, staff and community • Each event provided insight and feedback, with about 40-60 community and staff members attending each of the four sessions
Advisory Team(s) Project Support	• Inform strategic planning process to support Planning and Core Teams in making representative decisions • Tested messaging and statements throughout the process • Shared critical expertise to team during specific tasks, such as prototyping for more complex topics

PLAN + ALIGN | Engaging Stakeholders

Approach: Engage stakeholders through forums, planning nights, student and teachers surveys, district staff interviews.

Outcome: We had great participation on surveys and in community forums and as such received robust feedback.

| 4 | 1 | 4 | 4 | 1 | 1 | 15 |

- School-Level Administrator
- Parent Representative
- Teacher
- District-Level Administrator
- Community Member Representative
- BOE Member

FORUMS with ~400 Attendees

588 (16.3%)

1,079 (29.9%)

3,606 Survey Responses

1,939 (53.8%)

- Students
- Community
- District Staff

FOUNDATIONS | Visioning and Identifying Trends

Approach: Analyze survey results, forum summaries and interviews to identify the district's greatest needs

Outcome: Team uncovered focus areas and sought input from the community to develop solutions to the biggest challenges facing the district.

Participants discussed their observation from the surveys
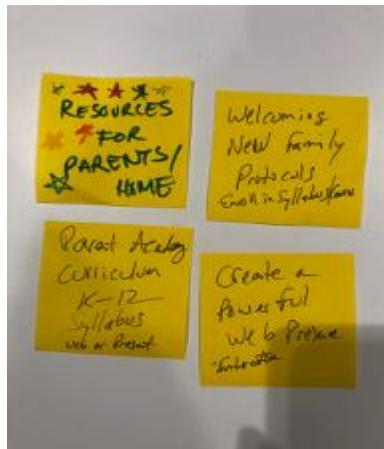
Participants then determined potential solutions to the needs identified in stakeholder feedback.

Community members grouped their ideas by theme using the Wall of Ideas protocol to general divergent thinking.

# DESIGN | Defining Focus Areas + Prototyping Initiatives

Approach: Equipped with the ideas of the community, the core and advisory teams leveraged design thinking to develop prototypes of solutions to the greatest district needs.

Outcome: Prototypes (30) were developed aligned to the district focus areas. These prototypes were then brought to advisory teams to evaluate the viability of the initiatives.


Core Team members utilized the Now, New, Next protocol to evaluate the current state and envision an ideal future. Above is the image of the Student Support Services focus area.

The team then developed a prototype to reach the "future state." Below is a prototype for a career pathways program that came from the student supports and academic programs focus areas.
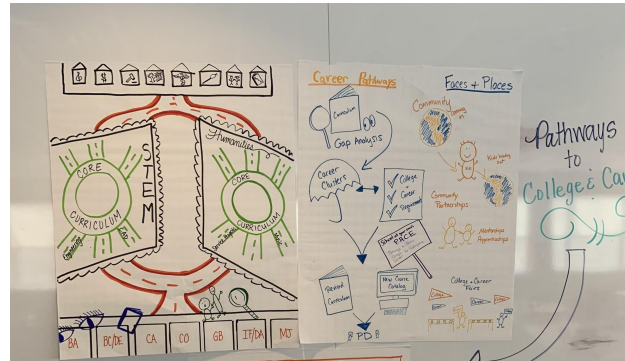

Prototyping also allowed the core team to confirm the vision and mission. It also led to the creation of core values.
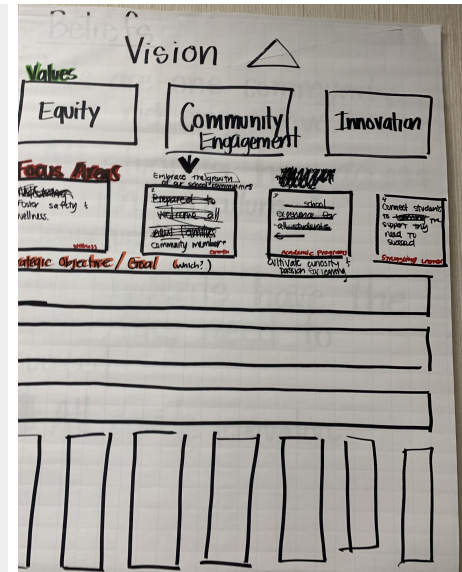
LAUNCH | Prioritizing Initiatives + Finalizing Strategic Plan

Approach: The core team reviewed the prototypes and evaluated initiatives according to their ease and impact of implementation to identify priorities. The team also planned to communicate the strategic plan to their stakeholders.

Outcome: A timeline for initiative implementation was developed to account for the next three years of execution.
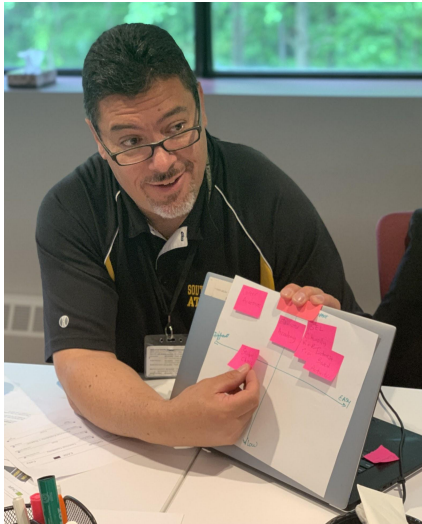
In small groups, participants evaluate initiatives before plotting initiatives as a core team.
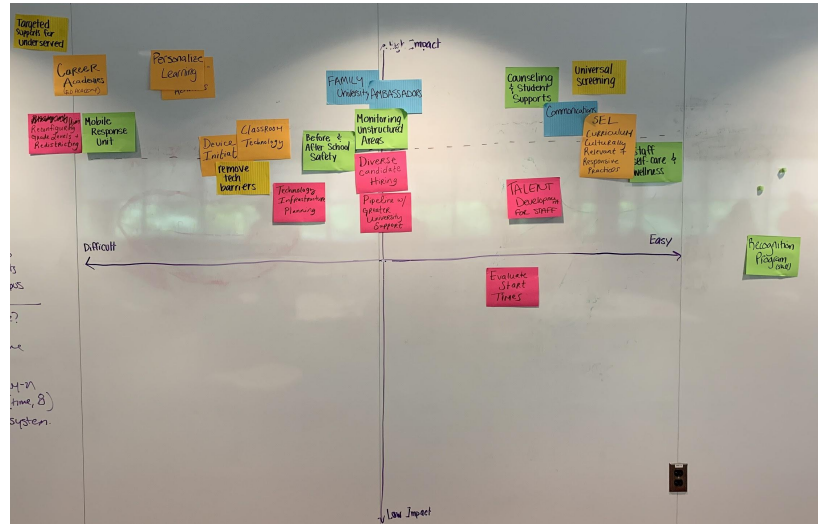

Image of all prototypes placed on a 2x2 graph to evaluate the ease and impact of implementation.
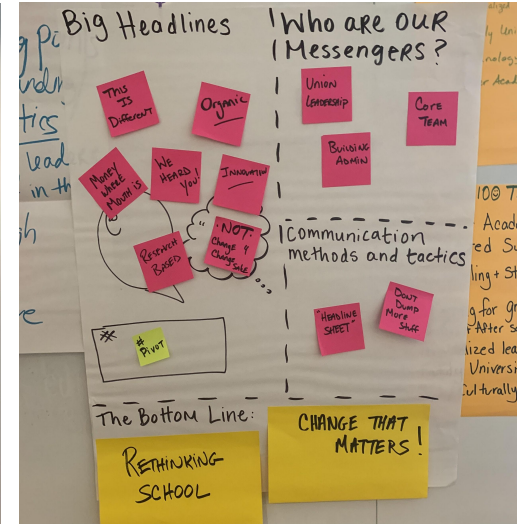
Communication plan brainstorm to determine key messages and stakeholders.

Our vision allows us to imagine what can and will be in South Brunswick. Our mission is what we aspire to achieve with every student every day.

OUR VISION

All students come into our district with personal stories, unique talents, and vast potential.

They are supported by a community that values their voice, prioritizes their well-being and prepares them to graduate inspired and ready to succeed.

OUR MISSION

Ignite your passion.

Nurture your potential.

Embrace your future.

STRATEGIC PLAN | Core Values

Our Core Values are a firm stance/beliefs that guide our decisions, actions and choices to meet the needs of our students and maintain excellence across our system.

OUR VALUES

EQUITY

We stand unequivocally to eliminate academic achievement gaps, allocate resources appropriately, and honor unique diverse contributions that will ensure equitable access to every student in every classroom, every day.

PARTNERSHIPS

We cultivate a vibrant community that brings together resources to support the varied needs of our students.

INNOVATION

We solve persistent problems together through creativity, elevating voices within our community, and utilizing transformative technology to open doors and imagine solutions for all.

SBSD

Education Elements

STRATEGIC PLAN | Focus Areas + Strategic Objectives

Our community shared their needs which led us to identify **Focus Areas** to direct our structures, systems, staff and resources to best support our students.

WELLNESS	ACADEMIC PROGRAMS	COMMUNITY	STUDENT SUPPORTS	GROWTH
We will prioritize **social, emotional and physical well-being** to ensure every student and staff member is self-aware and resilient.	We will tap into student interests and passions through **academic and career pathways**.	We will **establish strong and positive ongoing relationships** with all families so that we are able to support students' individual goals.	We will **personalize support** for any student in need with a specific attention on historically underserved populations that build on students' strengths, and targets their areas of need to ensure their success.	We will **expand and diversify our team** to build a highly-skilled workforce that more closely represents the population we serve.
We will ensure our schools are **safe and secure** to allow students to focus on their learning and prioritize their personal growth.	We will foster a culture of learning that provides **voice, choice and agency** for students throughout their school day and beyond.	We will **equip our families** to navigate our school system as students' needs evolve over the course of their educational journey.	We will empower all students to determine their personal vision for **achievement and success**.	We will build new and repurpose current **physical spaces** to ensure flexible learning facilities for all students.
We will honor our staff by **recognizing their contributions** and investing in opportunities for them to grow professionally, emotionally, and creatively.	We will respect and affirm student identities and backgrounds through **curriculum, content, and experiential learning**.		We will **expand access to digital tools** to promote instructional flexibility and connection beyond the school day.	We will plan for the necessary **technological infrastructure** in order to support growth in all buildings in the district.
	We will expand **access to technology** and tools for all staff and students in order to create and leverage new approaches to teaching and learning.			

Our **objectives** are specific commitments to bring the focus areas to life.
We also incorporate metrics to ensure we are set to meet our mission and vision.

Education Elements

STRATEGIC PLAN | Initiative Timeline

Category	Initiative	SY 2019-2020 (July - December)	SY 2019-2020 (January - June)	SY 2020-2021	SY 2021-2022
Wellness	Staff Self-Care + Wellness				
Wellness	Before + After School Safety				
Wellness	Monitoring Unstructured Areas				
Wellness	Counseling & Student Supports				
Academic Programs	Culturally Relevant + Responsive Practices				
Academic Programs	SEL				
Academic Programs	Personalized Learning / Student Choice				
Academic Programs	Device Initiative				
Academic Programs	Career Academies				
Student Supports	Universal Screening				
Student Supports	Targeted Supports for Underserved Students				
Community	Communications				
Community	Family University				
Community	Ambassadors				
Growth	Talent Development for Staff				
Growth	Diverse Candidate Hiring				
Growth	Redistricting + Reconfiguring Grade Levels				
Growth	Technology Infrastructure Planning				

Legend: Research/Discovery · Transition Period · Implementing

STRATEGIC PLAN | Prioritized Initiatives for SY 19-20

WELLNESS

We will prioritize **social, emotional and physical well-being** to ensure every student and staff member is self-aware and resilient.

We will ensure our schools are **safe and secure** to allow students to focus on their learning and prioritize their personal growth.

We will honor our staff by **recognizing their contributions** and investing in opportunities for them to grow professionally, emotionally, and creatively.

- **Staff Self-Care + Wellness:** Provide access to programs for self care and wellness (physical/mental health) for all district staff.

- **Before + After School Safety:** Enhance safety on school grounds before and after school hours through systemic approach to communication, response and safety protocols.

- **Counseling & Student Supports:** Support individuals through individualized counseling, prevention and education at the school, district and community levels.

SBSD

Education Elements

STRATEGIC PLAN | Prioritized Initiatives for SY 19-20

- **Social Emotional Learning Curriculum:** Implement an SEL curriculum to build and sustain a district culture that promotes and prioritizes SBSD students' wellness.

- **Culturally Relevant + Responsive Practices:** Respect and affirm student identities and experiences through curriculum, content and classroom experiences.

- **Personalized Learning / Student Choice:** Create exposure to careers and choice in learning opportunities and programming that is of high interest to our students educational pathways.

ACADEMIC PROGRAMS

We will tap into student interests and passions through **academic and career pathways**.

We will foster a culture of learning that provides **voice, choice and agency** for students throughout their school day and beyond.

We will respect and affirm student identities and backgrounds through **curriculum, content, and experiential learning**.

We will expand **access to technology** and tools for all staff and students in order to create and leverage new approaches to teaching and learning.

STRATEGIC PLAN | Prioritized Initiatives for SY 19-20

COMMUNITY

We will **establish strong and positive ongoing relationships** with all families so that we are able to support students' individual goals.

We will **equip our families** to navigate our school system as students' needs evolve over the course of their educational journey.

- **Communications:** Intentionally offer communication in multiple languages, platforms, formats, and times to better accommodate families.

- **Family Universities:** Educate families on what to expect at each grade level, and support them as they navigate our system, so that they can best engage in their student's school experience.

STRATEGIC PLAN | Prioritized Initiatives for SY 19-20

- **Universal Screening:** Early identification of high needs/at-risk learners to provide early interventions.

- **Targeted Supports for Underserved Students:** Through systematic interventions, close the achievement gap and over-representation of underperforming SPED, Low SES, ELL, black, white and Hispanic/Latino students.

STUDENT SUPPORTS

We will **personalize support** for any student in need with a specific attention on historically underserved populations that build on students' strengths, and targets their areas of need to ensure their success.

We will empower all students to determine their personal vision for **achievement and success**.

We will **expand access to digital tools** to promote instructional flexibility and connection beyond the school day.

STRATEGIC PLAN | Prioritized Initiatives for SY 19-20

GROWTH

We will **expand and diversify our team** to build a highly-skilled workforce that more closely represents the population we serve.

We will build new and repurpose current **physical spaces** to ensure flexible learning facilities for all students.

We will plan for the necessary **technological infrastructure** in order to support growth in all buildings in the district.

- **Talent Development for Teachers and Leaders** Build a structured and tiered systematic induction program for teacher leaders and future school leaders that provides the necessary initial as well as ongoing support in order to ensure success at the highest levels.

- **Diverse Candidate Hiring:** We will build a diverse workforce to represent the population we serve in both background and experiences by attracting a pool of nontraditional candidates through creative recruitment methods.

- **Technology Infrastructure Planning:** Ensure that our buildings and grounds are equipped to handle the technological needs of our students and staff, promoting sustainable and scalable access.

SBSD — Education Elements

STRATEGIC PLAN | Expected Outcomes By School Year

2019 - 2020

- Tailored support for students and staff to encourage physical and mental wellbeing.

- Consistent processes to match students to a complement of resources throughout our schools and community to meet their needs and help then grow towards their potential.

- Introduce new communication methods and channels to reach all of our families.

- Formalized pathways of growth for staff within and across our schools.

- Expanded methods to attract more diverse candidates to our talent pipelines

2020 - 2021

- Enhanced safety protocols and programs throughout the entire school day, across all campuses.

- Adjusted and augmented curriculum that weaves in social emotional factors, student interests, while building experiences with a variety of careers and disciplines.

- New programs for students K-12 to enhance exposure and build interest in a wide variety of careers, aligning educational experiences to these pathways.

- Coaching and training for teachers and school staff to build culturally responsive teaching practices.

- Educational opportunities that encourage all of our family and community members to be learners.

2021 - 2022

- Paths for welcoming and connecting new students and families into our community.

- Plans to ensure facilities and staff plans can address student growth and future projections.

- Device strategy to remove technology and access barriers for all students.

Stay tuned for more!!

Pivot: a change in strategy without a change in vision

The **GOVERNANCE PROCESS** is a meeting that allows us to evaluate old and new initiatives and pivot to ensure that they serve the mission and vision of our South Brunswick School District.

GOVERNANCE STRUCTURE | How?

Meeting Protocol

1. **[Individual(s)]** Present proposal to approve or remove an initiative including evidence of progress or lack thereof
2. **[Group]** Clarifying Questions
3. **[Group]** Share Reactions and evaluate the proposal to discuss alignment with strategic plan
4. **[Group]** Amend/Clarify
5. **[Vote]** Objection/No Objection
6. **[Group]** Closing Reflections

GOVERNANCE STRUCTURE | How?
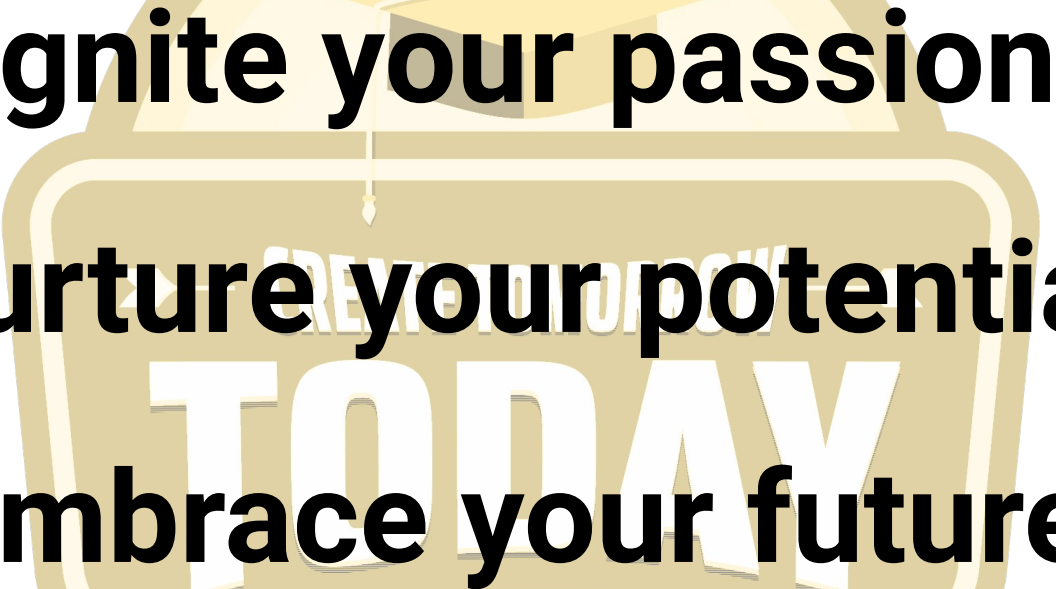
Process: Zone of Acceptance

WHO: All community members can bring a proposal to the strategic planning core team.

WHEN: Proposals will be re-evaluated throughout the year and require consensus from the governance team.

WHAT: All proposals that require support of the district.

Evaluate Proposal:
- ❏ Does this proposal help us reach our vision and mission?
- ❏ Does this proposal align to one or all of our values?
- ❏ Does this proposal address a focus area and strategic objective?
- ❏ Is this proposal addressed in other initiatives or efforts?
- ❏ What is the ease/impact of this proposal?
- ❏ Can this work in multiple settings?

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Embrace your future.