



**2023-2027**  
**STRATEGIC PLAN**

**2023-25**  
**Action Plans**

## **Vision**

In working together, graduates of the Fairfield Township Public Schools will demonstrate exceptional capability in communication, critical thinking, problem solving, and responsible behavior. They will acquire and respect knowledge, be lifelong learners, and good citizens. Our vision is that our graduates will:

1. Demonstrate proficiency in all aspects of critical thinking and problem solving.
2. Demonstrate their communication skills through their ability to write and speak effectively.
3. Demonstrate their mastery of the school culture norms by generalizing them in all areas of life.
4. Demonstrate their ability to employ their values, manners, and intellectual tools to enhance the educational experience.
5. Demonstrate their proficiency in the NJSLA & State Curriculum Standards at all grade level

## **Mission**

The mission of Fairfield Township School District is to assure all students an equal opportunity to participate in a diverse instructional program that promotes self-worth, citizenship, and the achievement of high standards. In a modern and safe learning environment, students will become successful and contributing members of society.

## Balanced Learners

### Objective 1

All students will learn in an environment that fosters social-emotional well-being, equity, global perspectives, and awareness through inquiry and project-based instruction.

#### Strategy A

Integrate social-emotional learning (SEL) through school-wide implementation of a PBIS program, character education program, and tiered mental health and support program.

#### Indicators of Success

1. Students' suspension data rate is at or below the state average.
2. Appropriate levels of counseling support for students across the district will be determined and provided.

#### Strategy B

Students will reach high levels of achievement as evidenced by standardized and authentic performance assessments.

#### Indicators of Success

1. Educators differentiate instruction to reach all learners.
2. Students demonstrate their progress toward standards.
3. The balanced learner is supported through instruction in the arts.
4. Technology is used to enhance instruction.

#### Strategy C

Student learning opportunities will foster global-mindedness through perspective taking, investigating the world, communicating effectively, and taking action.

#### Indicators of Success

1. Students have opportunities for world language instruction/exposure.
2. Students engage in service-learning projects.

#	OBJECTIVE 1 ACTION STEP	Assigned To:	Starting Date	Due Date
A1	Develop FTSD Learner Profiles and recognize attributes in each student to effectively manage and educate all types of learners.	Administration, Instructional Staff	8/30	6/23
A2	Create welcoming environments where all school community members feel included, regardless of race, religion, gender, gender identity, disability, socio-economic status, sexual orientation.	Administration, Instructional Staff, Support Staff	8/30	6/23
A3	Gather and analyze data about student social-emotional health to inform decision-making.	Administration, Guidance counselor, and CST Staff	8/30	6/23
A4	Implement social-emotional learning (SEL) programs and provide support for consistency across the district.	Administrators, Instructional staff, School Psychologist, School Social Worker, and Guidance Counseling Staff	8/30	6/23
B1	Analyze student assessment data and implement key differentiation strategies to support the progress of all learners.	Director of Curriculum & Instruction, Assistant Principal, Instructional Staff, CST Director	10/30	6/23
B2	Analyze student assessment data and implement targeted intervention strategies to close the achievement gap between student groups.	Director of Curriculum & Instruction, Assistant Principal, Superintendent/Principal, Instructional Staff	8/30	6/23
B3	Provide teachers with professional development opportunities in technology and digital citizenship to enhance instruction.	Director of Technology, Instructional Tech Coach, Director of Curriculum	9/1	6/23
C1	Identify a global studies framework and provide support for developing curriculum and instruction.	Social Studies Instructors, World Language Instructor, Director of Curriculum and Instruction	8/30	6/23
C2	Implement Kindergarten and first-grade Spanish language instruction district-wide, with additional grade level planning.	Director of Curriculum and Instruction, Administrators, Spanish Teacher, Master Teacher and EL instructor	8/30	6/23

<b>C3</b>	Identify opportunities for students to connect content or units of study to service learning.	Director of Curriculum and Instruction, Administrators, Instructional staff	8/30	6/23
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## Supported Staff

### Objective 2

**Attract, develop, and retain excellent staff in a quality work environment.**

#### **Strategy A**

Target staff compensation in top quartile of comparable districts.

Develop partnerships with local college and university teacher development programs.

#### **Indicator of Success**

Report of total compensation comparisons will be produced as needed for the purpose of bridging possible gaps in moving toward the top quartile.

#### **Strategy B**

Implement a staff wellness plan that includes mindfulness training and support, community and morale building, and other opportunities that support staff health and wellness.

#### **Indicator of Success**

Wellness and training opportunities will be offered to all staff. Staff feedback will be collected on an annual basis through focus groups, surveys, or other means.

#### **Strategy C**

Provide high-quality professional development that increases the staff's capacity to collaborate, design, and implement innovative curriculum. Incorporate staff input when planning professional development.

#### **Indicator of Success**

Staff feedback, gathered through focus groups, surveys, or other means, will be used to plan and evaluate professional development.

#### **Strategy D**

Support teachers in their pursuits of innovation in the classroom.

#### **Indicators of Success**

1. FTSD administrators will help all staff reach their potential by prioritizing formal and informal classroom visits followed by constructive and supportive feedback.

2. Innovative practices will be observed through Learning Walks, classroom visits, student work and engagement.

3. Teachers will make use of district-provided opportunities for training, collaboration, and mini-grants.

**Strategy E**

Maintain equitable class sizes across the district among grade levels given the budget, enrollment patterns, and class size loading guidelines.

**Indicator of Success**

Maintain equitable targeted class sizes.

#	OBJECTIVE 2 ACTION STEP	Assigned To	Starting Date	Due Date
A1	Continue to analyze total compensation of all staff, including salary, health and welfare benefits, step, and column (salary advancement) requirements.	Superintendent, Business Administrator	8/30	6/23
A2	Negotiate with the goal of approving settlements that maintain all units of staff in the top quartile in total compensation of comparable districts.	Negotiating Teams & School Board	8/30	6/23
B1	Provide the opportunity for restorative practices and mindfulness support and implementation in classrooms district-wide.	Child Study Team Services/Student Support Services, Guidance, Administration, Instructional Staff	8/30	6/23
B2	Acknowledge the contribution of FTSD staff members throughout the year at the district and school level.	Administration and Team Leaders	8/30	6/23
B3	Prioritize opportunities for community-building among staff throughout the school year.	Administration and Team Leaders	8/30	6/23
B4	Explore and share community resources available to district employees to support health and wellness.	Child Study Team Services/Student Support Services	8/30	5/23
B5	Continue to examine policy regarding children of staff enrolling in FTSD schools, should the funding sources and facilities become available.	Superintendent and Business Administrator	8/30	6/23
C1	Consult with staff to plan high-quality, site-based and district-wide professional development.	Staff & Administration	8/30	5/23



<b>D1</b>	Prioritize classroom visits.	School Administration	8/30	5/23
<b>D3</b>	Highlight innovative or best teaching practices through activities such as learning walks, lesson studies, teacher visitations, etc.	School Administration	9/06	5/23
<b>E1</b>	Monitor equitable class sizes within grade level.	School Administration	8/31	6/23
<b>E2</b>	Proactively communicate enrollment trends, class size averages, and class size guidelines to staff.	School Administration	8/31	6/23

## Communications

### Objective 3

**Maintain positive student, staff, parent/guardian, and broader community support for our district and schools.**

#### **Strategy A**

Widely promote the district's vision for all students' success by effectively communicating with students, parent/guardians, staff, trustees, and the community-at-large.

#### **Indicators of Success**

1. A well-informed school community and stakeholders.
2. A positive trend in reach and engagement on digital communications platforms.

#### **Strategy B**

Proactively communicate future issues, initiatives, and opportunities.

#### **Indicator of Success**

An aware school community and stakeholders as gauged by satisfaction levels with group opportunities and survey data.

#### **Strategy C**

Encourage open communication (through group interaction between school officials and staff/community)

#### **Indicator of Success**

Gauge satisfaction levels through annual survey data and provide multiple avenues of communication.

#	OBJECTION 3 ACTION STEP	Assigned To:	Starting Date	Due Date
A1	Continue open communications plan. Review and revise regularly.	Superintendent, Technology Coordinator, School Board	7/19	6/23
A2	Continue to utilize technology and digital communications tools (social media, live streaming, website, newsletters, video, etc.) to share key information with the school community.	Superintendent, Technology Coordinator	8/19	6/23
B1	Continue to offer opportunities to interact with district staff, administrators, and school board members at school and community events.	Superintendent/Principal and School Board	8/01	6/23
B2	Annual School Planning team will meet regularly and strategize on how to proactively communicate key information to stakeholders.	Superintendent, Administration, Team Leaders, ASP team	9/19	6/23
C1	Analyze effectiveness of communications strategies using survey data and digital communications analytics.	Administration and Technology Coordinator	8/19	6/23

## Sound Finance and Infrastructure

### Objective 4

**Procure sustainable sources of operating and capital funding to achieve and support the district's strategic goals.**

#### **Strategy A**

Issue bonds to modernize and maintain the structure of Fairfield Township School District (FTSD).

#### **Indicator of Success**

Maintain a modern and efficient school.

#### **Strategy B**

Maintain prudent levels of financial reserves for long-term financial solvency.

#### **Indicator of Success**

Routinely monitor district reserve levels with the FTSD finance Committee.

#### **Strategy C**

Continue our commitment to proactive fiscal planning strategies that provide long-term projections of key financial drivers and levers.

#### **Indicator of Success**

Leverage FTSD finance committee members' expertise and financial forecast model.

#### **Strategy D**

Adjust services and instructional support commensurate with enrollment changes.

#### **Indicator of Success**

Provide the necessary support and facilities for students, staff, and instructional programs.

#### **Strategy E**

Provide safe, properly equipped, well-maintained, updated facilities and infrastructure that support our mission, strategic plan, and educational programs.

#### **Indicator of Success**

Optimal instructional learning environment.

#	OBJECTIVE 4 ACTION STEP	Assigned To:	Starting Date	Due Date
A1	Maintain the Facilities Master Plan for FTSD, including Educational Specifications and Conditions Assessment.	Superintendent, Business Administrator, Building and Grounds Manager	8/30	6/23
B1	Provide staff oversight/review and monitoring of ongoing expenses/commitments, including total compensation, Other Post Employee Benefits (OPEB), and pensions.	Superintendent, Business Administrator	7/19	6/23
B2	Continue to evaluate the district's adherence to the reserve Board Policy to ensure long-term fiscal solvency.	District administration, School Board	7/19	6/23
C1	Continue to partner with Finance Committee on financial scenarios. Present updated forecast models to the district.	Superintendent, Business Administrator	7/19	6/23
D1	Proactively plan to address changes in enrollment as it relates to staffing and facilities.	Superintendent, Business Administrator, Board	7/19	6/23
E1	Continue to assess and evaluate new technologies to drive sustainable energy options.	Superintendent, Business Administrator, School Board, Technology Coordinator, Buildings and Grounds Manager	7/19	6/23

<b>E2</b>	Strengthen FTSD's emergency response by collaborating with law enforcement, fire, and insurance on safety risk management.	Administration, Buildings and Grounds Manager	7/19	6/23
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