LINWOOD STRATEGIC PLAN

2019 – 2024

Linwood Public Schools

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LINWOOD PUBLIC SCHOOLS' BOARD OF EDUCATION

Donna Michael-Ziereis, President
Jason Goldstein, Vice-President
Alexa D'Amato Barrera
Michelle DeMorat
Steven Evinski
Craig Kahn
Casey Lowry
Judd McLaughlin
Joann Scannell

Brian M. Pruitt, Superintendent
Teri Weeks, Board Secretary/Business Administrator

Message from the Superintendent

August 2019

As Superintendent of Schools, I am proud to share with the Linwood School Community our new Strategic Plan 2019-2024 for the Linwood Public School District! This plan will be the foundation for our planning and goal setting for the next five years and serves now as a map to continue the path of excellence that has been set for this District. More importantly, this plan will guide our decision making as we embrace the children of our schools and our mission of developing students as well-rounded global citizens and life-long learners.

Our District would like to thank all of the participants in the Strategic Planning process. This includes, school District staff, administration, Board of Education members, community groups and organizations, and members of the community at large. With your assistance and feedback, we have been able to develop Strategic Planning goals that represent our District-focus for the coming years.

Initially, this process began when the Linwood Board of Education approved the Stockton University Southern Regional Institute and Educational Technology Training Center (SRI&ETTC) as the facilitating group for the District's new strategic plan. Our entire school community benefited from the guidance, support, and experiential knowledge of our SRI/ETTC facilitators Mr. James Giaquinto and Dr. Robert Previti. Their work with our school district staff, administration, Board of education, and stakeholder groups was invaluable in setting the foundational goals and objectives that will guide our District into the future.

As always, the Linwood Public Schools remain committed to this entire school community. We are excited to implement this newly developed Strategic Plan as we continue to celebrate the journey of life-long learning, empowering children to emerge as educated, responsible, compassionate citizens of the world.

Thank you for your support!

Sincerely,

Brian M. Pruitt
Superintendent of Schools
Linwood Public School District

District Overview

The Linwood Public School District, nestled within a beautiful small community in Southern New Jersey, is home to approximately 830 students housed in Seaview Elementary and Belhaven Middle School. Both schools are located along a community bike path in the town of Linwood, NJ. Seaview Elementary School serves grades preschool through four, while Belhaven Middle School serves students in grades five through eight. As our Mission Statement declares, the educational direction of the Linwood School District lends itself to celebrate the journey of life-long learning, and empowering children to emerge as educated, responsible, compassionate citizens of the world. We strive to assist students in developing the knowledge, skills, and attitudes needed to become perceptive, culturally aware, community-focused citizens of a globally connected society. We support students through comprehensive instruction in English Language Arts, Mathematics, Science, Social Studies, Health and Physical Education, World Language, and Social and Emotional Learning activities.

Additionally, exposure to technology and engineering through our STEAM program at the elementary level, prepares students for more advanced critical thinking and problem solving at the middle school. As you will see from the information presented in this District Profile, the Linwood School District is engaged in providing challenging academic programming, supporting well-rounded student development through co-curricular activities, and nurturing the foundation for student success in school and beyond. We are proud to say our District ranks among the highest performing in New Jersey. Through the contributions of our parents, staff, and community, Linwood continues to set the standards for academic excellence and community involvement. The fine reputation the Linwood School District enjoys is a result of the efforts of an entire school community working together to promote education, opportunity, and good citizenship for every student.

The Linwood Schools are recognized by the NJ Department of Education as a High-Performing New Jersey School District. Our programs are designed to challenge students and prepare children with the skills that make them college and career ready and productive citizens.

The District staff, administration, and Board of Education take great pride in the curriculum we offer our students. Our teachers continue to work diligently to update our instructional plans on a continual basis ensuring we strive to remain at the forefront of educational trends and best practices. Our curriculum is developed in coordination with the New Jersey Student Learning Standards. The documents are aligned to the standards, contain rigorous learning goals, outline

appropriate assessments, and define clear accommodations and modifications for all students. We offer our students a variety of courses in order to promote well-rounded, life-long learners in all subjects – ELA, Math, Science, and Social Studies as well as Related Arts. Character development themes and social-emotional learning are threaded throughout our curriculum. Visit our website for more information.

The Process

In a coordinated effort that began in 2018, the Linwood School District embarked on a Strategic Planning process that would include the input from the various stakeholders that are the foundation of our Linwood School Community – Board of Education, school staff, administrations, community groups, and the entire school community. With the guiding support of the Stockton University Southern Regional Institute and Educational Technology Training Center (SRI/ETTC), Mr. James Giaquinto and Dr. Robert A. Previti facilitated a process that led to the completion of this document. The process began with coordinated meetings with administration to define time-specific dates and meeting schedules. A global community survey release in March 2019 began the data gathering through an interactive Google survey placed on the District website and released to the entire community. This was followed in April 2019 with a second release to offer individuals more opportunity to respond. Stakeholder meetings were scheduled as listed below, and SRI/ETTC facilitators and administration reviewed the data for common themes. Goals designed from the feedback encompass a wide-range of information from the entire school community and focus on curricular goals, social and emotional learning objectives for students and staff, entrepreneurial capabilities and skills, innovation, fiscal decision-making to enhance opportunities and improve facilities, and design processes to enrich the experiences of students, staff, and families in the Linwood Schools. After thorough review and multiple revisions, the document in hand sets the pathway for our school District to move into the future. #GoLinwood

Stakeholder Meetings and Dates

Wednesday, April 10, 2019

Seaview Staff
Belhaven Staff
Administration

Monday, April 15, 2019

Community Group

Wednesday, April 17, 2019

Board of Education

Strategic Planning Committee Members

Brian M. Pruitt	Superintendent
Lori Care	Seaview Elementary School Principal
Jennifer Luff, Ed. D.	Belhaven Middle School Principal
Patrick Childs	Supervisor of Buildings and Grounds
Frank Pileiro	Supervisor of Technology
Susann Tahsin	Supervisor of Special Education
Teri Weeks	Business Administrator
Donna Michael-Ziereis	BOE President
Jason Goldstein	BOE Vice-President
Alexa D'Amato Barerra	BOE Member
Michelle DeMorat	BOE Member
Steven Evinski	BOE Member
Craig Kahn	BOE Member
Casey Lowry	BOE Member
Judd McLaughlin	BOE Member
Joann Scannell	BOE Member
Jessica Goldstein	PTO Co-President, Community Member
Erica Winters	PTO Co-President, Community Member
Megan Mostecki	LEF Co-President, Community Member
Megha Bansal	Community Member
Joel Caplan	Community Member
Christine D'Alessandro	Community Member
Holly DiLeo	Community Member
Melissa Duffy	Community Member
Tricia Paytas	Community Member
Jennifer Pierce	Community Member
Emily Ryan	Community Member
Aaron Sykes	Community Member
Angie Waters	Community Member
Priya Wagle	Community Member
David Lamkin	LEA Co-President
Mary Beth McKenna	LEA Co-President
Jackie Baltozer	Belhaven Staff
Jen Bernardini	Belhaven Staff
Erica Coombs	Belhaven Staff
Jill Cunniff	Belhaven Staff
Tiffany Graziotto	Belhaven Staff
Keith Grimley	Belhaven Staff
Chris Meade	Belhaven Staff
Susan Speirs	Belhaven Staff
Kristina Burns	Seaview Staff
Shari Frolove	Seaview Staff
Kristi Grimley	Seaview Staff
Tara Lhulier	Seaview Staff
Jen Mansuetto	Seaview Staff
Georgette Meister	Seaview Staff
Kim Petrella	Seaview Staff
Karen Prendergast	Seaview Staff
Marc Schnepp	Seaview Staff

LINWOOD PUBLIC SCHOOLS
MISSION STATEMENT

The Linwood Public Schools, in a unique partnership with parents and community, celebrate the journey of life-long learning, empowering children, through the New Jersey Student Learning Standards, to emerge as educated, responsible, compassionate citizens of the world.

Linwood Strategic Plan Goals

1. **Curriculum and Instruction**

   Over the next five years, the Linwood School District will ensure that curriculum, instruction, and assessment are designed and delivered with an innovative focus on content rigor, student engagement, creativity, and entrepreneurial capabilities that foster real life learning experiences and that promotes student confidence and academic achievement.

2. **Reading and Writing**

   Over the next five years, the Linwood School District will review and revise the District's reading and writing program to ensure the development of authentic readers and writers to excel in their abilities in reading and writing expression, interests, capabilities, and competencies.

3. **Professional Development**

   Over the next five years, the Linwood School District will establish a district wide system that fully ensures that professional development is focused, comprehensive, and supported with opportunities for collaboration with functioning Professional Learning Communities that fosters teacher leaders in our District Community.

4. **Safety and Security**

   Over the next five years, the Linwood School District will provide a safe and secure environment for students, staff, and visitors by reviewing district security procedures and protocols, and standards of protocol to revise the School Safety and Security Plans for visitor management, facility security, surveillance, and personnel training to provide safe and secure campuses.

5. **Communication**

   Over the next five years, the Linwood School District will continue to explore, review, and revise options, through social media sources, to ensure that timely, accurate, and significantly relevant information about our programs, student participation and successes, staff highlights, and overall District excellence is accessible to better communicate and facilitate relations with students, parents, and community members.

6. **Fiscal and Human Resources**

   Over the next five years, the District will continue to review, implement, and assess fiscal efficiencies and effective general accounting practices as well as District personnel hiring and retention practices that will support the vision and aspiration to be the Region's preeminent District in education by prioritizing the district's strategic initiatives.

7. **Master Schedule Innovation**

   Over the next five years, the Linwood School District will explore the possibility to revise and redesign an Elementary and Middle School Master Schedule that maximizes instructional effectiveness to infuse the opportunity for all children to experience creative and unique instructional practices.

Goal #1

Curriculum, Instruction and Assessment

Over the next five years, the Linwood School District will ensure that curriculum, instruction, and assessment are designed and delivered with an innovative focus on content rigor, student engagement, and creativity, and entrepreneurial capabilities that foster real life learning experiences and that promotes student confidence and academic achievement.

Strategic Priorities:

1.1 Create grade level assessment tests for quarterly evaluation of student progress or need for remediation and continue in-service staff for Benchmarking practices using the District's LinkIt Software System and other benchmarking opportunities.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education ScIP Team	LinkIt! PD Vendors/Consultants Current Assessments Other Benchmarking Options Meeting Time Curriculum Maps SRI/ETTC	PD Agendas PD Schedules Teacher Feedback Staff PD Plans Quarterly Identification of Students in Need of Remediation

Timeline: Year 1 through Year 5 (ongoing)

1.2 Examine data in Math and ELA to evaluate District performance for program revision, expansion or remediation.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education	Student Performance Data Curriculum Documents	Revision of Curriculum Program Expansion

Timeline: Year 1 through Year 5 (ongoing)

1.3 Review and evaluate new and effective methods to personalize student learning within the classroom environment to support all educational needs including but not limited to At-Risk student populations within the general education environment, gifted and talented students, and special education students.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education Child Study Team I&RS Team/Chairpersons	LinkIt! Data Curriculum Documents Research on Differentiated Instruction for At-Risk, Gifted and Talented, and Special Education Students	Revision of Gifted and Talented Curriculum Teacher Evaluation Data PD Agendas I&RS Data Meeting Agendas/Schedules Quarterly Benchmarks Special Ed Department Data Meetings Teacher Feedback

Timeline: Year 1 through Year 5 (ongoing)

1.4 Social Emotional Learning infusion across the grade levels.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Resiliency Team Students	Social Emotional Learning Training Recommended SEL Strategies SRI/ETTC	Student Behavior Data Lesson Plan Reports Teacher Observation Data SEL Curriculum Strategies Teacher Feedback Student Feedback

Timeline: Year 1 through Year 5 (ongoing)

1.5 Investigate the use of digital support software and educational technologies to enhance and support instructional practices including but not limited to programs such as iXL, LinkIt!, Learning A-Z, Headspace, and other digital curriculums.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Technology Department ScIP Team	Technology Vendors Emerging Technologies Support Software Budget Technology Plan	Teacher Lesson Plans Student Performance Data PD Trainings Meeting Agendas Software Access Logs

Timeline: Year 1 through Year 5 (ongoing)

Goal #2

Reading and Writing Program

Over the next five years, the Linwood School District will review and revise the District's reading and writing program to ensure the development of authentic readers and writers to excel in their abilities in reading and writing expression, interests, capabilities, and competencies.

Strategic Priorities:

2.1 Reexamine the reading and writing instructional practices to ensure engagement in authentic reading and writing including novel reading and response where appropriate.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education ScIP Team	Curriculum Grade Level Novel Recommendations Professional Development	Implementation of Best Practices in Writing and Reading Development of Grade Level Novel Lists Development of Writing Curriculum Student Writing Samples

Timeline: Year 1 through Year 5 (ongoing)

2.2 Provide professional development with vendors/consultants and administration of district initiative programs focused on guided reading, intervention, assessment, and other relevant support programs.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education ScIP Team	Administration PD Vendors/Consultants SRI/ETTC	PD Agendas PD Schedules Teacher PD participation Teacher Observations Lesson Plan Reports Student Benchmark Data

Timeline: Year 1 through Year 5 (ongoing)

2.3 Create or expand classroom libraries, from multiple sources, to encourage students to investigate enthusiasm in reading for pleasure and interests.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education	Budget Linwood Education Foundation Book Selection Strategies Schedules	Expansion of Classroom Libraries Creation of School Book Clubs Master Schedule Design Integration of Independent Reading Time in the Classroom

Timeline: Year 1 through Year 5 (ongoing)

2.4 Communicate program changes and expectations with all parents in order to accurately inform and solicit encouragement and assistance from home.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Technology Department Parents	Communication Applications District Website	Parent Communication Records Survey Responses

Timeline: Year 1 through Year 5 (ongoing)

2.5 Provide access to high quality, rigorous, individualized instruction delivered by the special education department in the area of reading and writing.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Parents Students	Curriculum Documents Time Student Performance Data Unpacking Standards PD Department Meetings Grade Level Meetings	Student Performance Data Progress Monitoring Reports Teacher Feedback Teacher Evaluation Data GLM/CST Meeting Agendas PD Schedules

Timeline: Year 1 through Year 5 (ongoing)

Goal #3

Professional Development

Over the next five years, the Linwood School District will establish a district wide system that fully ensures that professional development is focused, comprehensive, and supported with opportunities for collaboration with functioning Professional Learning Communities that fosters teacher leaders in our District Community.

Strategic Priorities:

3.1 In-service staff for Benchmarking practices using the District's LinkIt software system.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education ScIP Team	LinkIt! PD Vendors/Consultants Current Assessments SRI/ETTC	PD Agendas PD Schedules Teacher Feedback Staff PD Plans Increased Use of LinkIt! Benchmarks

Timeline: Year 1 through Year 5 (ongoing)

3.2 Provide in-depth training for effective use of Professional Learning Communities (PLC) meeting time and agenda driven discussion and planning concerning student achievement and rigorous instruction.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers ScIP Team	PD Vendors/Consultants SRI/ETTC Meeting Time	Master Schedule Updates Consistent PLC Time in Schedule PLC Agendas PLC Minutes Teacher Implementation of Revised Instructional Practices

Timeline: Year 1 through Year 5 (ongoing)

3.3 Create administrative oversight agendas to focus professional development opportunities in efforts toward student success.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers ScIP Team	Administrative Time for Development PD Vendors/Consultants SRI/ETTC Time for Teacher Turnkey	District Team Meeting Agendas PD Agendas Professional Development Plans PLC Meeting Schedules PD Materials

Timeline: Year 1 through Year 5 (ongoing)

3.4 Create training opportunities, through workshop or turnkey practices, to focus efforts towards teaching diverse ability groups of students to their academic potential within the classroom setting infusing the practices of differentiated instruction.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers ScIP Team Board of Education	PD Vendors/Consultants SRI/ETTC Time for Teacher Turnkey	PD Agendas PD Schedules Teacher Implementation of Differentiated Instructional Practices Evidence of Diverse Ability Groupings Increased Student Performance on District and Standardized Assessments

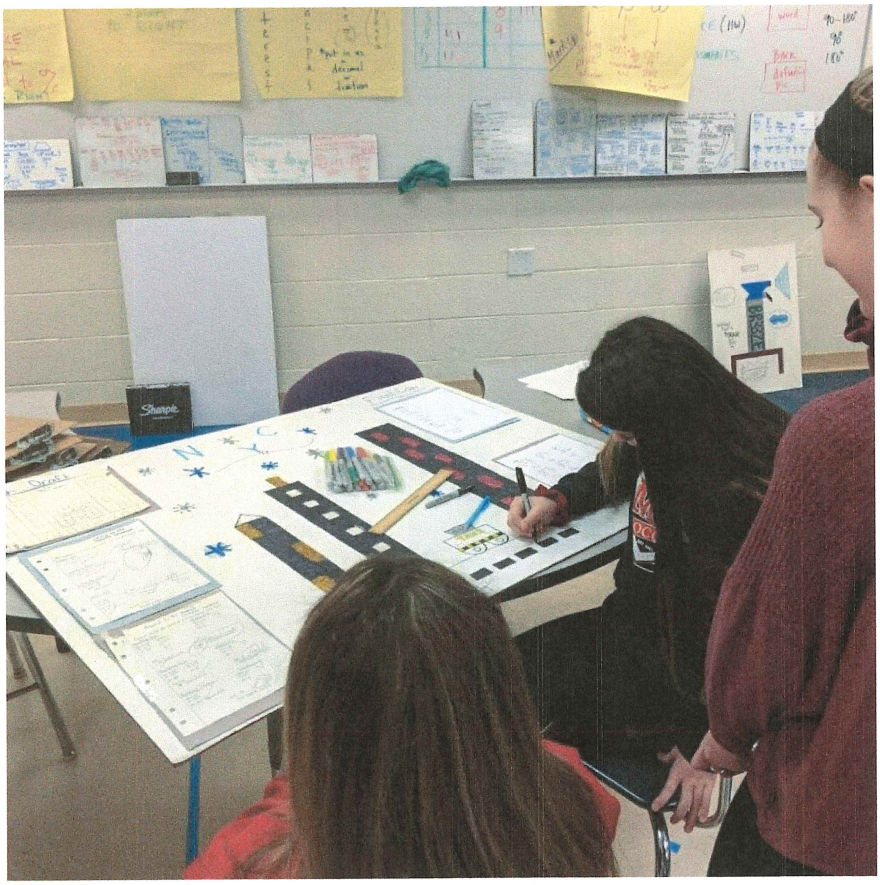
Timeline: Year 1 through Year 5 (ongoing)

3.5 Continue professional development specific to District initiatives.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Board of Education ScIP Team	PD Vendors/Consultants SRI/ETTC Fountas & Pinnell Benchmarks Leveled Literacy Intervention System	PD Agendas PD Schedules Teacher Implementation of PD Practices in the Classroom Increased Student Performance on District and Standardized Assessments

Timeline:

Year 1 through Year 5 (ongoing)



Goal #4

Safety and Security

Over the next five years, the Linwood School District will provide a safe and secure environment for students, staff, and visitors by reviewing district security procedures and protocols, and standards of protocol to revise the School Safety and Security Plans for visitor management, facility security, surveillance, and personnel training to provide safe and secure campuses.

Strategic Priorities:

4.1 Meet with local police department personnel to review and revise the District's security plans and operational support expected from law enforcement as well as to review the most efficient and effective methods to improve School Safety based on campus layouts and share with all appropriate personnel.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Staff Linwood Police Department	SRI/ETTC NJOSEP NJ School Security Task Force NJ State Police	PD Agendas PD Schedules Teacher Feedback PD Opportunities for Staff

Timeline: Year 1 through Year 5 (ongoing)

4.2 Investigate the opportunity, through County provided on-site training, for administrators in Incident Command System (ICS) training or National Incident Management System (NIMS) training protocol.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Identified Staff Linwood Police Department	Online Training Systems SRI/ETTC NJ DOE Supports Public School Works	PD Agendas/Sign-ins Drill Schedules Teacher Feedback Drill Debriefing Minutes

Timeline: Year 1 through Year 5 (ongoing)

4.3 Review all portal access control procedures for the instructional day, deliveries, visitors' policy, staffing, substitutes, after-school activities, arrival, and dismissal with a focus on optimal security practices.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Office Staff Maintenance Staff Students	Safety and Security Plan Visitor Management System NJSP Best Practices	PD Agendas PD Schedules SRP Updates

Timeline: Year 1 - Administrative Review

Years 2 through Year 5 (ongoing)

4.4 Review all safety and security policies for possible revision and readoption.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration BOE Linwood Police Department	NJ State Police Best Practices NJ OSEP I Luv You Guys Foundation Rutgers Representative - JC	Agendas and Sign-ins BOE Approval Annual SOA Staff Feedback

Timeline: Year 1 through Year 5 (ongoing)

4.5 Insure timely in-service training for all staff for Safety and Security Drill procedures compliant under 18A of New Jersey Statutes and other possible training as determined by administration.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff Students Linwood Police Department	I Luv You Guys Foundation PD Vendors/Consultants SRI/ETTC NJ OSEP	PD Agendas PD Schedules Teacher Feedback PD Logs

Timeline: Year 1 through Year 5 (ongoing)

Goal #5

Communication and Connectedness

Over the next five years, the Linwood School District will continue to explore, review, and revise options, through social media sources, to ensure that timely, accurate, and significantly relevant information about our programs, student participation and successes, staff highlights, and overall District excellence is accessible in order to better communicate and facilitate relations with students, parents, and community members.

Strategic Priorities:

5.1 Review posting practices that contribute to updating the District's Website to reflect accurate and appropriate information with the Community-At-Large and establish a timeline and protocol with the District Webmaster and staff to insure timely and accurate posting of classroom newsworthy information.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers School Staff Coaches Club Advisors	Website Social Media Management Social Media Programs Print Media	User Feedback Social Media Reports Survey Feedback Social Media Plan

Timeline: Year 1 through Year 5 (Ongoing)

5.2 Continue to investigate multiple mediums by which the District may market the great accomplishments that are happening within the schools supporting our District brand and public relations.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers School Staff Coaches Club Advisors Social Media Vendors	Website Social Media Management Social Media Programs Print Media Budget Staff Research	User Feedback Social Media Reports Survey Feedback Newsletters Print Media Samples

Timeline: Year 1 through Year 5 (Ongoing)

5.3 Create a teacher uniform communication platform for all staff.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers School Staff Coaches Club Advisors	Budget Resources SIS Websites Social Media Programs	PD Trainings PD Agendas Teacher Feedback Parent Feedback

Timeline: Year 1 through Year 5 (Ongoing)

5.4 Solicit feedback from recent 8th grade graduates, via email survey, as to their perceptions for an effective preparation for their transition to secondary schools in the area during the fall of their freshman year.

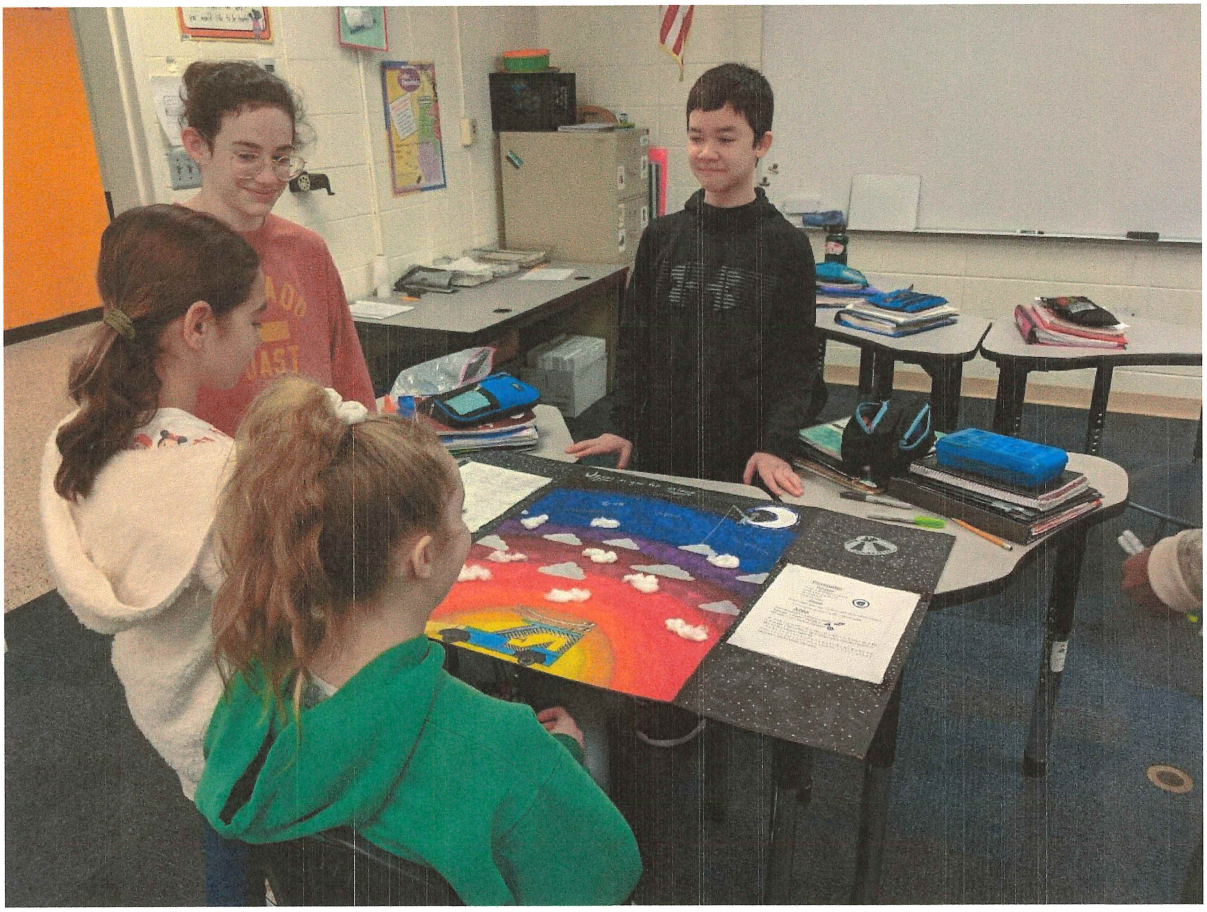
Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers Eighth Grade Students Former Eighth Graders	Google Forms Email Account List	Survey Document Survey Feedback Action Plans Student Interviews

Timeline: Year 1 through Year 5 (Ongoing)

5.5 Review and implement user-friendly practices to improve website navigation for the end user resources and community access.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Teachers WebMaster Community Members	Website Vendor Options Website Exemplars Budget	User Feedback Website Design Website Usage Reports

Timeline:
Year 1 through Year 5 (Ongoing)



Goal #6

Fiscal / Human Resources

Over the next five years, the District will continue to review, implement, and assess fiscal efficiencies and effective general accounting practices as well as District personnel hiring and retention practices that will support the vision and aspiration to be the Region's preeminent District in education by prioritizing the District's strategic initiatives.

Strategic Priorities:

6.1 Conduct a comprehensive review of District and building level fiscal practices for priority and efficiency spending.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff	Purchasing Manual Administrative Meeting Time	Administration and Staff Understanding of Policies and Procedures District Team Meeting Agendas Comparative Quote Details

Timeline:
Year 1 through Year 5 (Ongoing)

6.2 Continue to foster relationships and direction for support Parent Groups that provide significant discretionary funds to enhance school programs and activities and explore new opportunities for fiscal support.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff LEF PTO	Team Meetings District Goals Grant Funding	Supplemental Instructional Programming Opportunities Grant Applications List of Awarded Grants Grant Showcase Information

Timeline:
Year 1 through Year 5 (Ongoing)

6.3 Coordinate a strategic initiative plan for long term planning of such fiscal support.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff	Budget Manual Long Range Facility Plan	Budget for Programs and Services That Continues to Meet the Needs of the Students Lesson Plan Documents Evaluation Data List of Awarded Grants Grant Showcase Information

Timeline:
Year 1 through Year 5 (Ongoing)

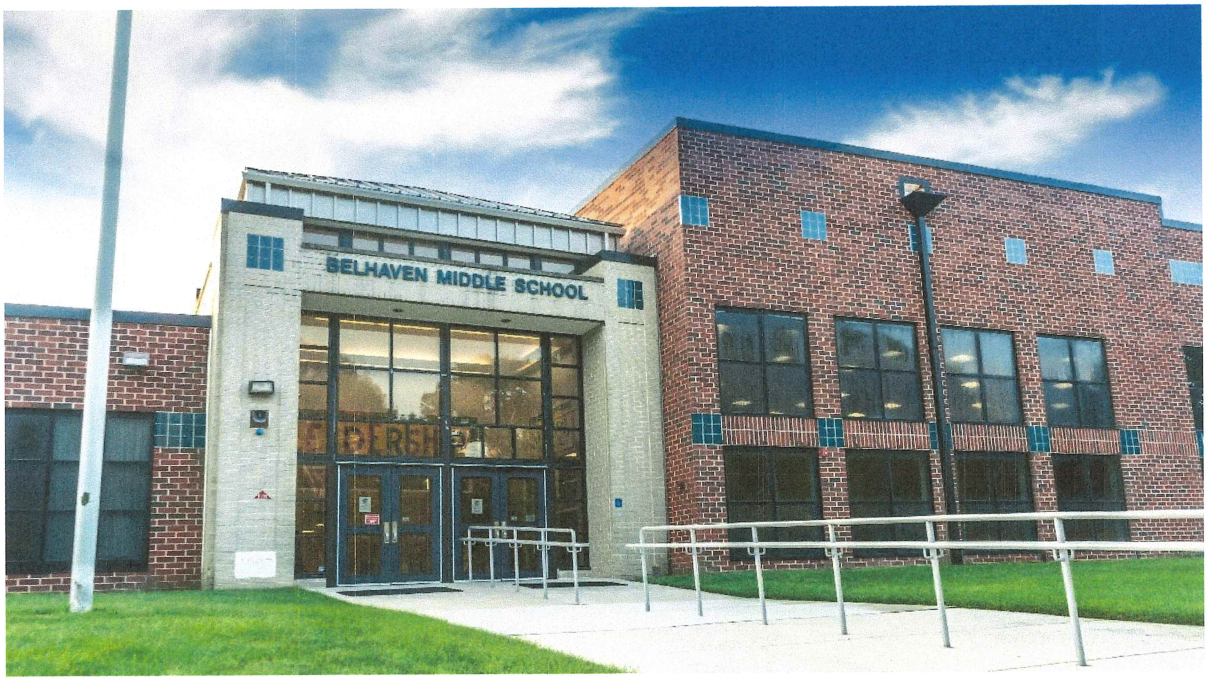
6.4 Continue to explore Federal and State grant opportunities that provide sustainable fiscal support and enhancement for instructional programs.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff Grant Providers	Grant Applications Budget Documents	Increase in Grant Funding Budget Approvals Grant Applications District Team Meeting Agendas Staff Surveys

Timeline:
Year 1 through Year 5 (ongoing)

6.5 Review hiring practices that result in the retention of exceptional teachers and administrators for long-term commitment.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff Community Stakeholders Higher Education	Meeting Time Partnerships with Higher Education Organizations	Meeting Agendas and Minutes Job Postings Mentoring Plan Evaluation Data Survey Results



Goal #7

Master Schedule Innovation

Over the next five years, the Linwood School District will explore the possibility to revise and redesign an Elementary and Middle School Master Schedule that maximizes instructional effectiveness to infuse the opportunity for all children to experience creative and unique instructional practices.

Strategic Priorities:

7.1 Review Grouping practices and placement criteria for all grade levels.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff	Meeting Time	PLC Meeting Agendas/Minutes DTM Meeting Agendas/Minutes Identification of Current Practices and Placement Criteria Revised and Codified Criteria

Timeline:
Year 1 through Year 5 (Ongoing)

7.2 Visit other schools to explore alternative scheduling possibilities in campus like structures and grade level configurations. Specifically in order to address remedial and enrichment services embedded in the instructional programs, the District's Gifted and Talented program, and the needs of students with disabilities while maximizing instructional contact time for District Staff.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff Students Families Higher Education Community Partners	Partnerships with other school Districts Professional Development Time Meeting Time Surveys Curriculum & Program Development NJ DOE Guidance	Meeting Agendas and Minutes Collection of Resources for Possible Schedule Configurations Revised Master Schedule Revised Staff Schedules Revised Gifted and Talented Program and Criteria Creative Entrepreneurial Program of Studies

Timeline:
Year 1 through Year 5 (Ongoing)

7.3 Conduct a review and study to investigate Full day Kindergarten and possible preschool expansion to five-day instructional format for all eligible District students.

Strategic Partners and Participants	Strategic Resources	Indicators of Success
Administration Staff Community stakeholders	Meeting Time NJDOE Guidance	Meeting Agendas & Minutes Long-Term Early Childhood Education Plan

Timeline:
Year 1 through Year 5 (Ongoing)