

# 3D Strategic Plan

2021 - 2026

Strategic Plan  
Executive Summary

Prepared for the

## Bergenfield Public Schools

**Facilitated by: NJSBA Field Services Department**

Matt Lee, Field Service Representative



**New Jersey School Boards Association**  
*Serving Local Boards of Education Since 1914*

# 3D Strategic Plan

**Bergenfield Public Schools**

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## **Acknowledgements**

The Bergenfield Public Schools 3D Strategic Planning process, completed during the 2021 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

### **Bergenfield Board of Education**

Dr. Joseph Amara, President

Guadalupe Ruiz-Catala, Vice-President

Ovelis Munoz

Deborah Podwin

Dr. Nelson Reynoso

Dr. Christopher Tully, Superintendent of Schools

Darlene Markman, Assistant Superintendent of Curriculum

### **Staff, Parents, and Community Members**

Thank you for your participation and your support of the Bergenfield School.

### **New Jersey School Boards Association**

Matt Lee

Field Services Representative



# 3D Strategic Planning Process

## Executive Summary

### **A. Educating the Board to make an informed decision**

New Jersey School Boards Association provided information to the district on the 3D Strategic Planning Services available through the Association.

The information included a review of the following considerations and requirements:

- commitment of time and resources
- school and community level involvement
- strategic planning to meet the needs of the district
- the Board's role in the process
- potential participants to be included in the process

### **B. 3 D Strategic Plan Meetings**

On January 13, and January 27, and February 10, 2021 Matt Lee, Field Service Representative, facilitated three Strategic Planning meetings. Outcomes of these meetings include:

1. Strengths/Accomplishments and Challenges/Opportunities
2. The vision of the future for your district
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all three of the Strategic Planning Meetings.

### **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 needed to accomplish the goals and objective
2. Select measures for accountability
3. Resources required
4. A timeline for implementation



# *MISSION STATEMENT*

The mission of the Bergenfield Public School District is to offer programs and services that enable all students to become self-directed, lifelong learners who are successful in college and the workplace while displaying a strong sense of citizenship. The district provides a safe and nurturing setting designed to prepare students with 21st century skills consistent with New Jersey Student Learning Standards. The Bergenfield Public School District fosters partnerships for the purpose of educational, operational, and fiscal responsibility.



# GOALS

The five goal areas that emerged from the group work are:

1. College & Career Readiness
2. Diverse, Equitable, and Inclusive Personnel & Programs
3. District Operations & Facilities
4. Physical, Social & Emotional Wellness
5. Community Interaction



# GOAL AREA # 1

## College & Career Readiness

### Goal Statement:

**To provide opportunities for all students to develop skills to become independent, self-sufficient, self-reliant, lifelong flexible learners, creative thinkers, problem solvers, collaborators to become productive members of society after high school.**

### Objectives:

1. Expose students to various career pathways; present options to all students; involve community members; create internship opportunities and mentorship opportunities; involve parents
2. Provide critical thinking opportunities Pre-K - 12
3. Expand STEAM program vertically - Pre-K - 12
4. Develop partnerships with colleges and universities, technical schools/training institutions
5. Infuse financial literacy instruction across the curriculum
6. Develop global and cultural intelligence in all students; awareness of an individual's impact on the world; civic responsibility
7. Infuse and utilize current technology skills across the curriculum



# **GOAL AREA # 2**

## **Diverse, Equitable and Inclusive Personnel & Programs**

### **Goal Statement:**

**To create a culture within the learning and professional community that actively embraces and values the perspectives and diversity of all our stakeholders.**

### **Objectives:**

1. To attract, recruit and retain high quality and diverse staff
2. To advance a climate of cultural competency through school and community activities, clubs and curriculum
3. To provide every student equitable access to all school programs and activities to promote an inclusive culture
4. To establish culturally responsive classrooms and teaching through creating and implementing a curriculum that allows all students to see themselves reflected





# **GOAL AREA # 3**

## **District Operations & Facilities**

### **Goal Statement:**

**To create a state of the art learning environment with facilities that will enhance the overall student experience.**

### **Objectives:**

- 1) Safety - Ensure buildings, grounds, property and personnel continue to be maintained/trained to effectively meet the needs of our student, staff and community for the next five years.
- 2) Security - Improve surveillance and system for admitting/monitoring students/visitors into buildings.
- 3) Technology - Create a technological infrastructure that maintains 1:1 accessibility while expanding student to student, student to teacher, and teacher to parent connections outside of the classroom.
- 4) Accessible Facilities - Design ADA compliant spaces, retrofit locations for specialized programming, and multipurpose outdoor facilities to meet the needs of student programs.
5. To promote professional learning opportunities, dialogue and support for staff in specific strategies for addressing sensitive topics



# GOAL AREA # 4

## **Physical, Social & Emotional Wellness**

### **Goal Statement:**

**To develop an environment for students, staff, and the community that promotes resilience, self-awareness, accountability, and empathy to encourage well-rounded citizens of the world.**

### **Objectives:**

1. Provide professional development for staff, parents, and the community on physical, social, and emotional wellness (ex. mental health first aid, growth mindset, mindfulness)
2. Interweaving the social emotional wellness strategies into the curriculum (put a component in each curriculum using common language)
3. Hiring and retaining a diversified staff (not just focusing on counselors)
4. Increase opportunities to celebrate/acknowledge character and achievements
5. Increase student knowledge of what resources are available and where to find them
6. Track student academic progress, attendance, and social emotional wellness (Panorama)



# GOAL AREA # 5

## Community Interaction

### Goal Statement:

**To expand and further develop partnerships with community stakeholders and organizations to enhance our curriculum and support students districtwide.**

### Objectives:

1. Collaborate with local government agencies to increase civic engagement.
2. Improve awareness, communication, and promotion of community-related opportunities for students and families.
3. Expand community service opportunities and involvement at all grade levels.
4. Cultivate relationships with a diverse collection of community organizations and stakeholders.
5. Provide all parents flexible opportunities to participate in student-centered activities.
6. Encourage regular collaboration among all school Parent Associations by creating a district PA Council.




# Appendix "A"


## State of the District Report



*“Standards. Vision. Preparation. Success!”*





BERGENFIELD PUBLIC SCHOOL DISTRICT



**Strategic Plan Committee  
State of the District  
Presentation**

**January 13, 2021**



BERGENFIELD PUBLIC SCHOOLS  
**1 CHILDREN  
COME  
FIRST**

**OUR MISSION**

The mission of the Bergenfield Public School District is to offer programs and services that enable all students to become self-directed, lifelong learners who are successful in college and the workplace while displaying a strong sense of citizenship. The district provides a safe and nurturing setting designed to prepare students with 21st century skills consistent with New Jersey Student Learning Standards. The Bergenfield Public School District fosters partnerships for the purpose of educational, operational, and fiscal responsibility.





**GOALS FOR CONTINUOUS DISTRICT IMPROVEMENT**

Goal 1: Improve academic performance

Goal 2: Improve public relations and the perception of the school district

Goal 3: Improve financial stability and ability to maintain facilities



**One of America's Best High Schools**



- Bergenfield High School has been ranked among the top 5% of high schools in the United States by the *U.S. News & World Report* in the 2020 Best High Schools survey
- BHS was recognized as being 1228th in the nation, 53rd in NJ, and the 14th best in Bergen County



## Enrollment Projections

# B

The New Jersey Department of Education projects that as of October 15, 2021 we will have 3715 students.

	<u>Actual</u>
October 15, 2020	3701
October 15, 2019	3682
October 15, 2018	3560
October 15, 2017	3549
October 15, 2016	3545
October 15, 2015	3512
October 15, 2014	3444
October 15, 2013	3607
October 15, 2012	3645
October 15, 2011	3545
October 15, 2010	3473



## Real Estate Values

# B

- 2015
  - Median sale price of \$314,500
- 2020
  - Median sale price of \$427,000

This represents a 35.8% increase in median sale price in Bergenfield in annual single family home sales from 2015 to 2020.

Only five other towns in Bergen County had more homes sold last year.



## Saving Money

# B

- Solar panels - able to sell the unused Solar Renewable Energy Certificates (SRECs) at a profit
- Energy Efficient Unit-Ventilators and LED Lighting
- Tri Valley Autism and Bear Den Life Skills Programs



## Facility Upgrades

# B





## District Challenges

**B**

- Social and Emotional Wellness
- Diversity and Equity
- Addressing Learning Post Pandemic
- STEM (Science, Technology, Engineering, Mathematics)
- Career and Technology Programs
- Facilities



# Appendix "B"

## Outcomes of Meetings 1 and 2

- Strengths/Accomplishments
- Challenges/Opportunities  
and
- Visions



## **Session 1 of 3 - What are the Strengths/Achievements and Challenges/Opportunities of the Bergenfield Public Schools?**

On Wednesday January 13, 2021, Bergenfield Public School District administrators, staff, Board members, parents, students and community members came together to initiate strategic planning. The first evening's topic focused on the Strengths/Achievements, and Challenges/Opportunities of the Bergenfield Public Schools. The meeting began with welcoming remarks by Dr. Christopher Tully, Superintendent, who provided an informative "state of the district" overview for participants. Facilitator Matt Lee from the New Jersey School Boards Association introduced the strategic planning methodology and assisted throughout the process.

More than 70 community, parent and staff participants gathered in 7 assigned groups to identify the Strengths/Achievements and Challenges/Opportunities of the Bergenfield Public Schools through brainstorming and the sharing of ideas. After discussion, each group came to a consensus on its top 10 Strengths/Achievements and top 10 Challenges/Opportunities and those were captured on a common document that was created in breakout rooms on the Zoom meeting platform.

The information that follows is a summary of the work of the small groups. All consensus points are recorded and posted on the district's website (<https://www.bergenfield.org/domain/350>) to share the group work during the course of the strategic planning process.



## Group Consensus: Strengths/Achievements & Challenges/Opportunities

### Group 1

Strengths/Achievements	Challenges/Opportunities
Teacher Apprentice Program (TAP) - Career Education	Tendency to believe one size fits all - something that works in one school doesn't necessarily work at another
How well administrators work together	Specials (music, etc.) doesn't start until 3rd grade - can they be implemented at K-2?
How well the teaching staff works together	How can the downtown shopping/entertainment/dining area be brought back? Something to attract people/youth back to town
Teachers do not feel micromanaged	More diversity in faculty/staff - especially at the elementary schools
Amount of resources available to students - in the classroom and virtually (Google Classroom, etc.) - students work at their own levels	More opportunities for ELL parents to be involved in their children's education
Strong sense of culture and diversity - stressing the importance of working together - highlighting culture in community and schools	No home economics, auto mechanics, or other vocational technology courses offered
Special education support system	Need more exploratory electives specifically at the middle school
Communication between teachers/administrators/parents	
Music department rocks!	
Alternative school faculty has established relationships with labor unions, technical schools, etc.	
Added courses such as robotics, Green Tech	
District Curriculum Committee	



## Group 2

Strengths/Achievements	Challenges/Opportunities
Students care about respecting each other's rights to fairness	Need to bring back trades in high school, non-traditional offerings
Students have a good sense of civics, speak out for other's rights in class	Leverage the strengths of communication, consistency and coherence to map out a strong set of extracurricular programs next year to support students and families integrate back into a more traditional learning environment
Fully developed emergency management plan	Expand STEM programming PK-12
High level of college acceptances	Expand Gifted & Talented program offerings
Allow open enrollment in advanced courses	Increase participation of parents involving issues of mental health and HIB
High achievement in music and arts	Deploying security officers to the elementary schools
Diversity and openness, respect for all backgrounds	Expand our social-emotional/well-being support for students, teachers, and families
Challenging program offerings	Strengthen our education in drug abuse and alcoholism prevention
Bergenfield has been thoughtful and consistent with communications and scheduling across elementary and middle schools.	Recognition of struggling students and ability to offer academic and well-being support, creative team set-up
Vertical alignment of curriculum has been streamlined in recent years	Transitioning back to post-virtual educational settings, "go back to the norm"
Supportive staff at every level	Strengthen curriculum with respect to civics (federal, state, local)- engage in upper middle school to interact with mayor and council
Partnerships with families- major strength during this time	Shared services agreement with board of education and municipality
Use of technology at all levels and across all curriculum areas	Improving sustainability and sustainability education at all grade levels
Ability to adapt to all learning formats	Advertise to increase attendance in Evening Instructional Support, continue for transition year
Evening Instructional Support	Space, especially in elementary schools, for increasing enrollment
Students' connections/buy-in to school culture/ attentiveness in hybrid setting	Closing of St. John's school, provide recreation center at Conlon Hall, expand after school sports
All district security officers are certified and trained. District policy goes above and beyond state law	Bring back Big Brother/Big Sister Program (BHS students with elementary students)
BHS would be full anytime it's open,	PD for staff for supporting students as they



students love to be a part of the community, attend any events held, “second family”	come back to the building
	Expanding extended day opportunities, students craving sense of community, extra- and co-curriculars
	Potential absence of recreation sports, can we fill in potential gaps?
	Use of facilities in coordination with municipality to bring community together

### Group 3

Strengths/Achievements	Challenges/Opportunities
Started the preschool program expansion grant. Great opportunity to get an early start for our students.	We would like to see an increase in PD opportunities for the teachers based on their feedback.
Offer a very comprehensive curriculum K-12. When students enter 3rd grade they get to explore their interests.	Inclusion - we would like to see students with special needs included more frequently district-wide with their general education peers.
Social Emotional Learning is a strength.	How do we bridge the work from January 2021 to September 2021 if we are back in-person? How will we address remedial needs of our students?
Bergenfield is a caring and welcoming learning environment. People care about each other.	There is a lack of diversity in our faculty and staff. We would like to see better representation for our diverse student population.
The cultural and social diversity of the district is a huge strength.	Training for faculty and staff in regards to equity, bias, microaggressions, and cultural competencies.
Financially the district is in the best position that it has been in a long time. There is no debt.	Offering more preschool classes.
Technology is a huge strength for the district. Specifically, the labs at the high school are state of the art. This allows us to have mechanisms in place for students to move forward in their chosen profession, vocational training, and/or college.	Build infrastructure to sustain 1:1 laptop technology.
The opportunities we give the students to take advancement courses over the summer. Most districts charge students a lot of money to take these types of classes.	Assistance with addressing the language diversity in our district. It is great that we have translation in Spanish but we need to address the diverse language needs of the community.
Complete support from the Board of Education.	Implement training for parents on the different virtual learning platforms used in



	the district.
Retention of teachers.	Address class size concerns. High class size limits inclusion.
The staff are very creative and work with students to reach them at their level.	There is a lack of diversity in guidance counselors.
We are a responsive service district. We fulfill the needs of the community.	

## Group 4

Strengths/Achievements	Challenges/Opportunities
Programming and support for students with special needs	Framework needed to create roadmap for success for students who transition to mainstream (follow up after monitoring after moving out of Spec. Ed. or ESL program)
Relationship building among all community stakeholders	Extracurricular Activities offered at the Elementary Level (opportunities for artistic performance) and Theater at BHS
Reputation of Music Program	Expand STEAM activities PreK-8
Financial support for SAT Prep/College Support	More Parent Involvement
Support of Board of Education for proposed programs	Continue improving communication at home with new technology post pandemic
Listening to Community Needs	More CTE programs
Professional Staff with a focus building relationships with Students/Alumni Returns as Staff/Staff Attrition Rate	Support for students' social/emotional development and wellness - Stigma Free
Variety of Extracurricular activities available for students	Support for families and connecting them with outside resources, introduction to families regarding new curriculum (ie Everyday Math)
Open Enrollment philosophy and opportunities for ambitious students	Support for our teachers and staff
Collaboration & Communication between all 7 schools and response time from school regarding community inquiries	Maintaining facilities district-wide and improving building security at the elementary schools
	Celebrate diversity and have open dialogue regarding current social topics (equity/social justice)



## Group 5

Strengths/Achievements	Challenges/Opportunities
Implementation of Pearson Elevate for Science	Funding opportunities; continued cuts from State cause program cuts or ability to offer additional programs and upgrades to existing programs and facilities
Facilities upgrades of the high school, middle school auditorium and a few rooms, gym at Hoover	Social Emotional Wellness; we can always do more; Counselor at each school with designated space
Expansion of Special Ed program where we are able to keep students within district	Having more diversity within the faculty, staff, and administration
Music department	Social Media: pros and cons with emphasis on how it can affect the future of students
PBIS [positive behavior incentive system] at RWB	Being able to offer a greater number of electives at BHS and RWB additional sections but more variety as well; Internships from the BPD to provide understanding of how things work in the department; would allow for building of rapport? Offer of Chief Rabboh; Additional internships to provide opportunities for motivation; Trade skill internships
College preparedness is remarkable; setting students up for success; college attendance rate	Facilities at the elementary schools; purposeful space for specialized instruction
Computer/ChromeBook implementation and student access on 1:1	Designated space for counselors to allow for confidentiality and students to speak freely in a comfortable environment
Number of AP courses available to BHS students	Lunchtime activities at the elementary schools; playground or soft ground
Diverse student body; student exposure to different cultures	
Elementary school: BSI, Special Education	

## Group 6

Strengths/Achievements	Challenges/Opportunities
Supportive leadership	more varied parent involvement
Collective teaching vision	standardized test scores could improve
Engaged parents	More interventions/resources for struggling students
Students are willing to challenge themselves (AP Program)	Community (students, staff, parents) mental health
Varied curriculum offerings	Absenteeism
Music program	More diverse club offerings k-5





Respect among community	STEM for all elementary
Supportive/Strong Board of Ed	Language barrier - more bilingual staff
Diverse community	More collaboration with library - ELL
Technology	Lack of communication between school and community resources
Professional Development	More consistency with procedures & communications among the elementary school buildings

## Group 7

Strengths/Achievements	Challenges/Opportunities
Rigor of curriculum is revising and improving especially in phonics and science	Need for faculty staff administration reflect the diversity of the student body
Culturally diverse	Concern for students succeeding in virtual learning-what will happen post pandemic? And how can these students be supported once a transition begins?
Open enrollment policy - equity and access for all students to rigorous coursework	Prioritize Recruitment and retention of high quality staff
Nationally recognized music program	Need to resume extracurricular activities after post pandemic and reinstate activities that operated prior pandemic
Recruitment and retention of faculty and staff has limited turnover due to warm, caring teachers who want to work at Bergenfield	Increase student/teacher contact time
Preparation of elementary students into middle school	Expand course offerings particularly electives
Mental health support for students' well being	Improve promotion of other programs outside of STEM to attract middle schoolers to high school
Supportive parents/BOE of faculty and administration	
Accessible teachers and administrators for parents/students	
Students getting along with each other	
Extracurricular activities are engaging for students	
Technology infrastructure is good to provide what teachers and students need	
Teachers are learning how to use technology resources to instruct students	



## **Session 2 of 3**

### **Developing a Vision for the Bergenfield School District in the Next 5 Years**

On January 27, 2021 Bergenfield School District administration, staff, parents, and community members came together to continue the strategic planning process. The second meeting's topic focused on creating a shared vision for the Bergenfield School District in the next five years.

The meeting, facilitated by Matt Lee from New Jersey School Boards Association, began with an overview of the Strategic Planning process and the steps taken at the January 13, 2021 meeting.

To begin the visioning process, participants were asked to picture themselves at an award presentation for the Bergenfield School District's recently awarded recognitions for Excellence in Advancing Student Achievement. The participants were asked to envision what an article on the award that was discovered via a Google search would describe about the district that warranted such high recognition - what programs / services / curriculum / student outcomes / best practices / facilities would you expect to see in your school that are succeeding?

The various stakeholders then gathered in virtual groups to brainstorm their visions of how the district achieved this remarkable success. Each group was asked to write a title for the article and come to a consensus on up to 5-8 key visions. Each group's outcomes were shared with all meeting participants.

The session concluded with the identification of common threads from the work of the first two meetings. At meeting #3 participants will develop goal statements that will form the basis for the strategic plan.

#### **Group Work**

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's website (<https://www.bergenfield.org>) to share the group work during the course of the strategic planning process. Individual responses for those who were unable to attend this session can be shared via the district's website.



## **Group #1 Inclusive Education in Bergenfield**

Key Visions - Year 2026:

- Artificial turf on the football field and lower field at BHS/upgrade all athletic facilities/shared services with Bergenfield Recreation
- All schools ADA compliant (elevators)
- Monitoring alumni for success/challenges in their future endeavors - focus on ELL student success
- Financial literacy programs - learning about the stock market/creating a mock trading floor
- Internship programs/apprenticeships/work-study programs with alumni
- National Honor Society at elementary schools - grades 4 & 5
- Extended extracurricular activities and clubs at elementary schools
- Community service/volunteerism requirements throughout all grade levels
- Junior ROTC program/American Red Cross Club
- Character traits - 7 pillars of character - character education
- Upward Bound Program/Gear Up
- Outward Bound Program/Project Adventure
- Diversifying the staff and administration

## **Group #2 The Future Can Be Seen Today @ Bergenfield**

Key Visions - Year 2026:

- Technology: Online courses available via partnerships with colleges/universities for credit, 1-1 laptop campus, providing each student with a laptop to meet each of their individual academic and technological needs
- CTE/Pathways: To have an established CTE pathways program utilizing SLE and community partnerships for Post-Secondary Success, Individualized learning pathways where all students can follow their passion, Increasing exposure to electives in Middle School, learning about careers from professionals K-12, career partnerships/internships
- SEL: Social-emotional supports, educating whole child- reinstitute social gatherings after covid with more after school activities, Evening/weekend enrichment classes, Balanced safety and security based on needs, not over-reactions, providing non-traditional student supports to meet students' individual needs, empowering students to make decisions, creating safe, supportive spaces for students to engage with each other
- Equity: Bilingual co-teachers and representative staff to reach the social-emotional needs of students; stem, arts, and civics in the curriculum from kindergarten - all students have the same foundation, electives starting at 5th grade as a transition to middle school



- Parental Involvement: Consistent parental and community involvement and engagement with school community, learning about careers from our own community members
- STEM: Preparing students for careers of the future with a cohesive K-12 STEM program, creating learners who are fluent in all forms of communication

### **Group #3 Meeting the challenge of preparedness for 2026**

#### Key Visions – Year 2026:

- Each student has a Chromebook, access to the internet, and uses technology infused with daily learning. Continuous improvement of technology - using modern tools, beta tools for new applications, obtains financial support from Apple/Gates
- Reviewed course offerings from K-12 to increase course offerings to focus on preparedness for vocational employment. Bergenfield graduates scholars, plumbers and electricians, and the like. We service the needs of all learners in the community.
- Social-Emotional Learning K-12, to accept others given their diversity, abilities, challenges and to learn how to communicate effectively to work in collaborative teams.
  - Character Development as a thread in every classroom and every course
    - i. Not as a separate course, hour, monthly activity, but just part of the culture in the district/community
    - ii. When we discuss curriculum we include terms such as differently abled, transgendered, same sex marriages, autistic, female, African American, Jewish; the message everyone can succeed
      - Remain current with publishers to have access to materials to support the ideas in ii.
- Critical thinking, problem solving, from K-12; Today's students will have to solve new problems that we are not even aware of.
- Using Zoom to assist parents to connect to meetings when in person is difficult. Parents and students are providing feedback about the School's programs to drive continuous improvement plans. Parent groups across schools and across the entire district. Distinct parent groups cross pollinate to become a district parent advisory group.



## **Group #4 Bergenfield Achieving Excellence for all Children: Diversity is Their Key Ingredient**

Key Visions – Year 2026:

- Utilizing Technology to Meet the Needs of All Students
- Reduced the Achievement Gap through Adaptability of Ever Changing Needs
- Embracing Diversity
- Expanding Curriculum and Co-Curricular Offerings & Career Explorations PreK-12
- Development of the Whole Person -Academically, Socially, Emotionally & Physically
- State of the Art Facilities Inside and Outside the Buildings
- Creating a Competitive Environment for All Students
- Attracting and Retaining High Quality, Diverse Staff
- Community Outreach (law enforcement, local small businesses, etc...)
- Musical Excellence Across all Grades

## **Group #5 Bergenfield Uses its Diversity to Redefine Education Through:**

- social emotional learning to focus on the whole student
- creation of global awareness for the future citizens of the world
- instill desire for lifelong learning for all community members
- teach creative problem solving skills to tackle difficult issues
- develop empathy and an understanding that different opinions and thoughts are good
- encourage students to seeking challenges
- develop new ways to use physical building and space in light of the COVID crisis

**Our vision is to eliminate any barriers to get everyone involved from the community. To get people involved, you have to go where they are; how do we reflect their values in the curriculum?**

**Partnering with different groups within the community**

## **Student Ownership Allows Bergenfield Students to Reach New Heights Through**

- Focusing on a whole child approach to education
- Providing Opportunities for students to
- Technology advancements



- Students learning in the physical environment that is most conducive to their learning
- Social Emotional...focus on whole child approach to learning; mental health, wellness
- Preparedness for the workplace: more internships
- Diversity: students have understanding of diversity race, gender, etc
- Working in the new global economy
- Cultural competency within the staff

### **Student ownership over their learning: more voice, more choice, less limited opportunities**

- Self-directed learning
- Students as agents of
- Bergenfield Schools Enables Students to take ownership over their learning by providing opportunities for flourishing for lifelong learning and global citizenship

### **Grooming students to be stakeholders of their learning**

#### **Students investing in their own future**

**How about Bergenfield offering language classes to the staff?**

### **Group #6 The Future is Bergenfield!" - Future Ready, Innovative, well-rounded/holistic, community centered**

Key Visions - Year 2026:

- Raising the well-rounded individual
- Critical thinkers and problem-solvers
- Inclusive and sensitive to all differences
- Resiliency and grit
- Strong interpersonal skills
- Communication and collaboration through technology and face to face
- Efficiency through use of community resources
- Innovative and energy efficient spaces for student learning

### **Group #7**

Key Visions - Year 2026:

- Metacognition and how they think - strengths and weaknesses
- SEL learning - whole child
- Teaching Finance from an early age
- Teaching metacognition in real-life scenarios (e.g. finance and money making- stock market game) - PBL or real life simulation learning
- Executive functioning skills - piloting power program of executive functioning program Dr. Kanhane



- Creating environments where it is safe to learn and willing to take a risk to learn
- Finding commonality among peers - having empathy for others and appreciating diversity and embracing differences - teach empathy through simulation
- Valuing each other - embracing each other
- Independent thinkers - strive
- Broader focus beyond STEM
- School safety - security measures - protocols, technology and steps that are top notch
- ELL and IDEA support for their learners - bridging the gap and providing opportunities and access - more opportunities for everyone across the board
- Non-academic, recreational opportunities for extracurricular activities and experiences for elementary students

### **Session #3 of 3**

## **Developing a Broad Goal Statement and Supporting Objectives for Each Goal Area**

On the evening of **February 10, 2021**, a cross-section of our stakeholders--community members, parents, educators, school district Administrators, and trustees of the Bergenfield Board of Education--came together virtually for our third and final session of strategic planning. Over the course of three meetings, our work was designed to focus on the strengths and challenges of the school district; our no-holds-barred visions for Bergenfield Public Schools; and, for the final evening, coalescing the prior sessions' work into draft goal statements and supporting objectives that will directly assist Administration in creating a new Strategic Plan that will guide the District for the next five years.

At the conclusion of the second session, we identified five Common Threads that appeared most frequently in the participants' work throughout the process. The group agreed that these Common Threads should be the five Goal Areas for Bergenfield's new Strategic Plan:

1. College and Career Readiness
2. Diverse, Equitable, and Inclusive Personnel and Programs
3. District Operations and Facilities
4. Physical, Social & Emotional Wellness
5. Community Interaction



For our third meeting, we divided into small groups, one per Goal Area, and participants self-selected the small group in which they would most like to work. Each group referred back to the prior sessions' outcomes in relation to that Goal Area, and used that work and the perspectives of the small group members to create broad draft goal statements and supporting objectives.

### **Group Work**

As discussed with the participants, all meeting outcomes were recorded and shall be posted on the District website, and will be used to inform the Administration's final work in preparing the District's new Strategic Plan.

The outcomes of that work are the goal statements and objectives in this report.





# Appendix "C"

## Action Plans



**Action Plan to Support the Strategic Plan: 2021-2026**

**GOAL AREA # 1: College & Career Readiness**

***To provide opportunities for all students to develop skills to become independent, self-sufficient, self-reliant, lifelong flexible learners, creative thinkers, problem solvers, collaborators to become productive members of society after high school.***

MAJOR ACTIVITY	TARGET DATE	STAFF RESPONSIBLE	RESOURCES REQUIRED	INDICATORS OF SUCCESS - STAFF/STUDENTS	ACCOMPLISHMENTS
Investigate a TRUE SLE (specific learning experience) program that offers internships and career opportunities that include opportunities outside of the traditional college pathway and that is not limited to special education/at-risk students	June 2023	Building Administrators  Supervisors	Planning Meetings	Presentation of a program to the Board. BOE Adoption.	
To track high school graduates to monitor their post-secondary pathway and outcomes	June 2022	Director of Guidance	National Clearinghouse Data	Produce Annual Report	

\* Action Plan will be reviewed and updated annually.

**Action Plan to Support the Strategic Plan: 2021-2026**

Expand STEM Programs PreK-12	June 2023	Building Administrators	Professional Development	Presentation of new programs to the Board. BOE Adoption.	
Develop thematic curriculum units with cross-curricular project-based learning activities	September 2023	Building Administrators	Curriculum Development	Presentation of new curriculum units to the Board. BOE Adoption.	
		Supervisors	Supplies		
		Supervisors	Supplies		

\* Action Plan will be reviewed and updated annually.

**Action Plan to Support the Strategic Plan: 2021-2026**

**GOAL AREA # 2: Diverse, Equitable and Inclusive Personnel & Programs**

*To create a culture within the learning and professional community that actively embraces and values the perspectives and diversity of all our stakeholders.*

MAJOR ACTIVITY	TARGET DATE	STAFF RESPONSIBLE	RESOURCES REQUIRED	INDICATORS OF SUCCESS - STAFF/STUDENTS	ACCOMPLISHMENTS
Continue to update classroom and school libraries that include both diverse and inclusive materials.	Ongoing	Building Administrators Supervisors	Library Books and Supplies Budget.	Annual Purchasing of Books and Supplies.	
Provide professional development on culturally sensitive and culturally relevant best practices P-12	Ongoing	Building Administrators Supervisors	Professional Development Budget	Board Approval of Professional Development	
Collect and review disaggregated data as it pertains to course failures, standardized assessments, attendance and discipline to determine what, if any, inequities exist	Ongoing	Building Administrators Supervisors	Data Review Meetings	Curriculum Committee Recommendations	

\* Action Plan will be reviewed and updated annually.

**Action Plan to Support the Strategic Plan: 2021-2026**

<p>and how they can be ameliorated.</p> <p>Improve differentiation of instruction for ELs, G/T, special education students</p> <p>Expand college and university teacher and staff recruitment opportunities to recruit a high quality and diverse staff.</p> <p>Expanding inclusion opportunities for students in all schools.</p>	<p>Ongoing</p> <p>Ongoing and Annually</p> <p>June 2022</p>	<p>Building Administrators</p> <p>Supervisors</p> <p>Superintendent</p> <p>Building Administrators</p> <p>Supervisors</p>	<p>Professional Development</p> <p>Marketing Materials</p> <p>Professional Development</p>	<p>Board Approval of Professional Development</p> <p>Increase in applicants from recruited campuses.</p> <p>Board Approval of Professional Development</p>	
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\* Action Plan will be reviewed and updated annually.

**Action Plan to Support the Strategic Plan: 2021-2026**

**GOAL AREA # 3: District Operations & Facilities**

***To create a state of the art learning environment with facilities that will enhance the overall student experience.***

MAJOR ACTIVITY	TARGET DATE	STAFF RESPONSIBLE	RESOURCES REQUIRED	INDICATORS OF SUCCESS - STAFF/STUDENTS	ACCOMPLISHMENTS
Complete Facilities Audit that will identify areas in need of improvement.	June 2022	District Architect	Conduct Building Investigation and Audit.	Presentation of Facilities Audit to the Board.	
Prioritize facility and technological upgrades to improve safety and access for all students	June 2023	District Technology Department	Replace and Modernize Technology and Security Equipment.	Completion of Refresh Program.	

\* Action Plan will be reviewed and updated annually.

**Action Plan to Support the Strategic Plan: 2021-2026**

**GOAL AREA # 4: Physical, Social & Emotional Wellness**

*To develop an environment for students, staff, and the community that promotes resilience, self-awareness, accountability, and empathy to encourage well-rounded citizens of the world.*

MAJOR ACTIVITY	TARGET DATE	STAFF RESPONSIBLE	RESOURCES REQUIRED	INDICATORS OF SUCCESS - STAFF/STUDENTS	ACCOMPLISHMENTS
Select a K-5 SEL program for implementation.	June 2022	Building Administrators Supervisors	Program Research	Board approval of a program.	
Expand staff equipped to address the mental health and wellness of students P-12.	September 2021	Superintendent	Budgeted Personnel	Hiring of additional K-5 guidance counselors.	
Expand PBIS program to support school identity, expectations and values	June 2022	Building Administrators	Program Supplies	Implementation of pilot program at one elementary school.	

\* Action Plan will be reviewed and updated annually.

**Action Plan to Support the Strategic Plan: 2021-2026**

**GOAL AREA # 5: Community Interaction**

*To expand and further develop partnerships with community stakeholders and organizations to enhance our curriculum and support students districtwide.*

MAJOR ACTIVITY	TARGET DATE	STAFF RESPONSIBLE	RESOURCES REQUIRED	INDICATORS OF SUCCESS - STAFF/STUDENTS	ACCOMPLISHMENTS
Partner with local businesses that could lead to possible Career and Technical Education (CTE) internships or community service hours.	June 2023	Building Administrators Supervisors	Community Outreach	Commitments from local businesses.	
Collaborate with local government agencies and community organizations to increase students' civic engagement.	Ongoing	Building Administrators Supervisors	Meeting Supplies	Attendance and participation in local government meetings.	
Create a district Parent Association Council to increase collaboration among all school PAs.	September 2021	Building Principals Superintendent	Meeting Time	Meeting Schedule	

\* Action Plan will be reviewed and updated annually.