



Palmyra Public School District

Creating a Strategic Plan for the Palmyra Public School District

Mission Statement

The Mission of the Palmyra Public School District is to work cooperatively with the available resources of home and community, including business and industry, to offer each child the educational opportunities that will enable him/her to function politically, economically, and socially in a democratic society and to fully facilitate their development within a safe and secure school environment.

Session 3

Developing Goal Statements and Objectives for the Palmyra Public School District.

On May 28, 2015, Palmyra Public School District administrators, Board of Education members, education staff, parents and community members, thirty-three (33) in all signed in, came together to continue strategic planning for the Palmyra Public School District. The topic for the third meeting focused on developing goal statements and objectives for the Goal Areas established during Session 2 for the Palmyra Public School District. The meeting began with a welcome from Palmyra Board of Education President, Mrs. Nancy Brett. Facilitators Jesse Adams and Terri Lewis, from New Jersey School Boards Association (NJSBA), were introduced and they thanked the members who participated in the previous sessions for returning and welcomed new members joining the group.

We recapped the outcomes of Sessions 1 & 2. We then moved to discussing the topic for this evening; developing goal statements and objectives for the Goal Areas established during Session 2 for the Palmyra Public School District. Participants were given the opportunity to self-select which Goal Area they wanted to work on. Each Goal Area was provided summaries of Sessions 1 & 2 outcomes directly related to the Goal Area. Based on the Sessions 1 & 2 outcomes, each Goal Area team was asked to develop a broad Goal Statement and 3-5 Objectives.

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Participants broke out into their Goal Area teams and began brainstorming on their Goal Statement and Objectives. After group discussions, each team presented their Goal Area results to the full group of meeting participants.

The information that follows is a summary of the work of the Goal Area teams: Goal Statement & Objectives, followed by the related Goal Area Session 1 & 2 outcomes. If recommended potential strategies/actions were made by the team, they are also included for consideration. As discussed with the meeting participants, all Session 3 outcomes are recorded and posted on the web to share the group work during the course of the strategic planning process.

Goal Area Teams Consensus: Goal Statements & Objectives

Goal Area: Student Achievement

Goal Statement:	Maximize academic achievement for <u>all</u> students.
Objective 1:	Provide increased exposure for STEAM and STEM concepts by recruiting staff with this background.
Objective 2:	Improved students test scores (PARCC, SATs).
Objective 3:	Create a culture of academic achievement.
Objective 4:	Improve potential for all PHS graduates to be accepted and succeed at post-secondary education.
Recommended Potential Strategies/Actions: 1a. Increased technology: Chromebook pods in all classrooms 1b. Hire new educators with STEAM background 1c. Implement Next Generation Standards 2a. Vertical articulation 2b. Project-based learning 2c. Continued commitment to remedial (LLI program) and enrichment for all students 3a. Post teachers' colleges on doors 3b. Recognition of college acceptances 3c. Continuing student recognition assemblies 4a. Increase AP enrollment 4b. Scholarship workshops 4c. Increase SAT scores 4d. Workshops for parents and students about college application process 4e. More access to college campuses	

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Strengths/Achievements & Challenges and Visions-Initiatives

Strengths	Challenges
CSS staff open-minded, flexible, communicative	PHS science/guidance needs improvement
Generally positive changes	Not enough order in classroom/building
Teachers good at getting kids involved, group work hands-on learning	Integration of STEAM Initiatives into actual classrooms
VHS overcoming our small school	Curriculum programs at CSS – PHS (i.e. Spanish) not used to full capacity, leveling (i.e. math and reading)
Good administration – lots of energy	High school scheduling to tight
Best practices could be shared	Use of assessments
Problems can be solved	Performance on standardized tests
CSS is very inviting	Intervention – struggling students
Technology	Common core
Typing, classing and electives	Use of technologies
Small school district	Leadership development
Professional development	Small School – limitations on course offerings
Technology and VHS	VHS – limited enrollment
Adaptable	Revise and Refresh electives
Safety	More training needed for staff to effectively use new materials and technology
Staff and Admin – consistent	Revision of special education – age appropriate
Curriculum	Differentiated Instruction
Available technology	More programs for high schoolers and middle schoolers
AP Courses	Use data to direct individual programming
Technology	More secure – moving main office in high school for a one-way in and out model
Curriculum Coordinator	High school scheduling – overlapping classes
Administration	Retaining students
Hiring good new teachers	Ratio of diverse students to diversified staff
Diversity	Mix of middle school and high school students
Technology growth	Technology growth
Recent administration consistency	Class size (Elementary)
High Quality/Dedicated Staff	Achievement Gap
Celebration of Diversity/Home	Filling advanced/challenged student needs within the infrastructure
Pre-K/Full day kindergarten	Staff turnover in CST/Special Education
Serving challenged students within the district	Lack of CSS Support Staff
	More traditional middle school environment
	Disruption caused by testing – Need to allow excellent teaching to be successful

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Vision - Initiatives	Vision Initiatives
Mentoring and Partnering, Expanding our Pathways Ahead, STEAM	Maximize student potential – Scheduling/Grouping
Increased SAT scores	Become a school of choice – Don't lose students
More STEM stuff	District Programs to entice enrollment: STEM, Partnerships with Area, Unique Classes, Performing Arts
More Differentiated Curriculum: Critical Thinking/Problem Solving; Independent Thinking	Authentic learning, in and out of the classroom
Articulation (Teacher Collaboration)	Differentiated Classrooms
Stability in Admin/Leadership	College Acceptance: Career Readiness and Sustainability
Increase in college-bound students	Increased AP enrollment
S.T.E.A.M. is Fully Integrated and Successful	Decrease of students in remedial college courses
Cutting Edge Technology Labs	Higher test scores, not just state but SAT
Assortment of Enrichment Programs	Effective curriculum in core courses
Acceptance at All-time High at four year colleges and universities	Stabilized administrative staff, curriculum, goals, etc.
Improved Standardized Test Scores (even though we dislike them)	Become a preferred school destination
Administrative Consistency at ALL TIME HIGH (McBride Celebrates 8th Year in District!)	Student Retention & Increased Enrollment
Interactive School Board follows overall District Vision	At least 50% increase in retention and enrollment in five years.
SMART BOARDS EVERYWHERE to Achieve 21 st century skill sets!	Parents-Teachers-Admin ALL WORKING TOGETHER for GREATNESS!
Inspiration for our High Quality/Dedicated Staff	

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Goal Area: Public Relationships/Community Partnerships

Goal Statement:	We will strengthen the SCHOOL DISTRICT by including and encouraging interaction and support of the Pal/Riv/Bev communities at large and local business partners.
Objective 1:	Improve diverse parent/guardian involvement
Objective 2:	Begin integration of communities before freshman year (Bridging)
Objective 3:	Create and implement media relations policy
Objective 4:	Create avenues of communication to encourage community/business partnerships
Objective 5:	Increase public awareness of the district
<p>Recommended Potential Strategies/Actions:</p> <ul style="list-style-type: none"> a. Make ourselves more visible in the three communities b. Make ourselves accessible at multiple locations/venues c. Be a preferred school destination d. Have a YouTube channel for the district, include PHS broadcasts e. Take the show to: Riv/Bev/Seniors f. Improve parent involvement g. Better website/Facebook page h. Create and land more service opportunities for students and families i. Encourage and assist the PTA in reaching goal #1 j. Alumni activation, integration, support, and involvement 	

Strengths/Achievements & Challenges and Visions-Initiatives

Strengths	Challenges
Close-knit community school spirit	Not enough good PR (public relations)
Generally positive changes	Lose funding for testing
Positive press in community	Image – getting the younger kids together
Problems can be solved	Sponsorship – How?
Community	Programming sponsorship into the school
Small school district	Size
Fundraising	Parent participation does not represent student body
Size	Family structure
Parent support	Facilities
School board	Three district disparity
History	Community not informed about all of the positives in the district
Three merging districts	Stronger connection needed between communities/borough councils/sending districts

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Strengths (con't)	Challenges (con't)
Safety	Why our residents not sending kids here? (Survey anonymously)
Pride in district	Utilize On Course more effectively – emails
School <u>Pride</u>	Finding outside sources for funding
Parent Involvement	More secure – moving main office in high school for a one-way in and out model
High school level has seen improved communication	Positive PR for schools
Charles Street shows great communication as well	Ratio of diverse students to diversified staff
Small district size	Financial – unfunded mandates (obvious)
Good community support	Public Relations (better) – improved WEB presence
Diversity	Proper funding/staffing of Alternative Education
Community Spirit Lives community respect → family feel	Uniform/Dress Code
Celebration of Diversity/Home	
PTA – Interact/Volunteer	
Uniforms/Dress Code	

Vision - Initiatives	Vision Initiatives
Service Requirement for Graduation proves our kids have been helping hands all along!	Students feel important and inspired because of their Relevant Roles in Service Projects
Positive PR – PR Boost	SERVICE = GOOD CITIZENS = GREAT COMMUNITY
Collaboration within Districts	Seek potential funding sources (private)/grants
District encourages the community to be as integrated as the student body – District <u>goes out</u> into the Community!	Sustainability goes beyond our solar panels – making use of our Local Resources and taking an active role in State Programs
Interactive BOE follows overall District Vision	Build programming and activities that appeal to parents and students
Be proud of the district again	
Taking part in your child’s community is a family affair – Parental Involvement (increase)	Partnering with the community: Food Pantry, Nature Cove, etc.
Integrated Funding Stream (School and Community) e.g. Grants, Fundraising	Going out into the world and taking advantage of resources around us
Become a school of choice – Don’t lose students	Sending District: Two-Way Communication
State Recognition through Programs: Green School, School of Character	Free access to technology – Partnerships with Community Center
High Involvement of Alumni Success to Inspire	Become a preferred school destination
Better Communication – Better Website	Cultural Diversity Programs throughout TOWN...
Middle School Building (funded by Microsoft)	Strong Communication – Public Relations
Walking District builds friendships and excitement for Learning – Embracing the small community	Constant flow of Positive Press Items keeps our reputation like that of a Private School ☺ Public Relations is Now Super Strong!

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Goal Area: Sustainability

Goal Statement:	Making Palmyra School District a state of the art state/county showcase through advancement in increased revenue, technology, programs, staffing and facilities.
Objective 1:	Further support existing clubs, programs and sports (especially middle school)
Objective 2:	Investigate, acquire and promote revenue streams – grants, business partnerships, sponsorships
Objective 3:	Continue to upgrade technology and ensure it can be used effectively
Objective 4:	Enhance reputation in Palmyra, Riverton, and Beverly to increase enrollment
Objective 5:	Evaluate and improve structure and security
Objective 6:	Provide resources for administrators and staff to encourage retention and consistency of staff (professional development)

Strengths/Achievements & Challenges and Visions-Initiatives

Strengths	Challenges
CSS staff open-minded, flexible, communicative	More traditional middle school environment
Generally positive changes	Food-service
Good administration – lots of energy	Long-term budget
Best practices could be shared	Loss of students to private schools
Problems can be solved	Lose funding for testing
CSS is very inviting	Space and staff
Technology	Funding
Small school district	Increase enrollment
Fundraising	Sponsorship – How?
Security of building	Programming sponsorship into the school
Size	Size
Professional development	Facilities
Technology and VHS	Use of technologies
Adaptable	Leadership development
School board	Three district disparity
Three merging districts	Small School – limitations on course offerings
Safety	More training needed for staff to effectively use new materials and technology
Staff and Admin – consistent	Finding outside sources for funding
<u>Site</u> – Allows for more student participation in many clubs/sports	More secure – moving main office in high school for a one-way in and out model
Available technology	Retaining students
Technology	Ratio of diverse students to diversified staff
Administration	Student comfort as buildings age

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Strengths (con't)	Challenges (con't)
Hiring good new teachers	Mix of middle school and high school students
Small district size	Financial – unfunded mandates (obvious)
Low turnover	Technology growth
Diversity	Class size (Elementary)
Technology growth	Filling advanced/challenged student needs within the infrastructure
Recent administration consistency	Aging buildings/Physical plant
High Quality/Dedicated Staff	Lack of CSS Support Staff
Celebration of Diversity/Home	Proper funding/staffing of Alternative Education
Character Education/Safe Environment	
Maintenance Staff	
Excellent Support Staff	

Vision - Initiatives	Vision Initiatives
Collaboration within Districts	Keeping teaching tools current and relevant
Stability in Admin/Leadership	SMART BOARDS EVERYWHERE to Achieve 21 st century skill sets!
Keep Good Things Going – Size, Pride, etc.	Physical Plant is brought up to date... Air-conditioning-outlets-Sound Systems everywhere! in Public Meeting Areas
Seek potential funding sources (private)/grants	Inspiration for our High Quality/Dedicated Staff
Middle School Building (funded by Microsoft)	Sustainability goes beyond our solar panels – making use of our Local Resources and taking an active role in State Programs
Become a school of choice – Don't lose students	Partnering with the community: Food Pantry, Nature Cove, etc.
State Recognition through Programs: Green School, School of Character	Going out into the world and taking advantage of resources around us
Environmental/Sustainable Schools	Free access to technology – Partnerships with Community Center
Cutting Edge Technology Labs	Stabilized administrative staff, curriculum, goals, etc.
More Shared Leadership in all buildings (BOE-Teachers-Parents → like for strategic planning 😊)	At least 50% increase in retention and enrollment in five years.
Administrative Consistency at ALL TIME HIGH (McBride Celebrates 8th Year in District!)	Forward thinking Technology Plan. Put technology in the classroom that kids don't get at home.
Interactive School Board follows overall District Vision	Integrated Funding Stream (School and Community) e.g. Grants, Fundraising

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Goal Area: Educating the Whole Student/Enrichment

Goal Statement:	Palmyra School District will enrich the whole student by connecting them to their education socially, emotionally, and academically.
Objective 1:	Fully integrate STEAM
Objective 2:	Expand Renaissance Program
Objective 3:	Community Mentoring – knowledge sharing
Objective 4:	Expand service opportunities and volunteerism

Strengths/Achievements & Challenges and Visions-Initiatives

Strengths	Challenges
CSS staff open-minded, flexible, communicative	Not enough order in classroom/building
Generally positive changes	More traditional middle school environment
Teachers good at getting kids involved, group work hands-on learning	Curriculum programs at CSS – PHS (i.e. Spanish) not used to full capacity, leveling (i.e. math and reading)
VHS overcoming our small school	Food-service
Problems can be solved	Image – getting the younger kids together
CSS is very inviting	Funding
Typing, classing and electives	Increase enrollment
Extracurricular activities	Sponsorship – How?
Small school district	Programming sponsorship into the school
Safety	Intervention – struggling students
Many opportunities for students outside of classroom	More programs for high schoolers and middle schoolers
<u>Size</u> – Allows for more student participation in many clubs/sports	More secure – moving main office in high school for a one-way in and out model
Diversity	Revise and Refresh electives
High Quality/Dedicated Staff	Revision of special education – age appropriate
Celebration of Diversity/Home	Differentiated Instruction
Pre-K/Full day kindergarten	Common core
Character Education/Safe Environment	Use data to direct individual programming
Extracurricular opportunities	VHS – limited enrollment
Serving challenged students within the district	High school scheduling – overlapping classes
Uniforms/Dress Code	Retaining students
	Ratio of diverse students to diversified staff
	Student comfort as buildings age
	Mix of middle school and high school students
	Class size (Elementary)

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Strengths (con't)	Challenges (con't)
	Achievement Gap
	Filling advanced/challenged student needs within the infrastructure
	Staff turnover in CST/Special Education
	Lack of CSS Support Staff
	Proper funding/staffing of Alternative Education
	Integration of STEAM Initiatives into actual classrooms
	Uniform/Dress Code
	Disruption caused by testing – Need to allow excellent teaching to be successful

Vision - Initiatives	Vision Initiatives
S.T.E.A.M. is Fully Integrated and Successful	SERVICE = GOOD CITIZENS = GREAT COMMUNITY
Seeing tests as learning experiences	Taking part in your child's community is a family affair
Mentoring and Partnering, Expanding our Pathways Ahead, STEAM	Walking District builds friendships and excitement for Learning
District Programs to entice enrollment: STEM, Partnerships with Area, Unique Classes, Performing Arts	Focusing on our At-Risk students, intervening, keeping in District for great programs whenever possible
More electives (non-academic)	Higher test scores, not just state but SAT
More Differentiated Curriculum: Critical Thinking/Problem Solving; Independent Thinking	Fun Learning for our kids with RECESS staying RECESS! Teacher assistance to cover this VALUABLE Academic Release
Increase in college-bound students	Parents-Teachers-Admin ALL WORKING TOGETHER for GREATNESS!
More of a focus on learning – Less on grades	Celebrating the individual with <u>real</u> participation of all students
Maximize student potential – Scheduling/Grouping	Partnering with the community: Food Pantry, Nature Cove, etc.
Become a school of choice – Don't lose students	Going out into the world and taking advantage of resources around us
State Recognition through Programs: Green School, School of Character	Free access to technology – Partnerships with Community Center
Summer Programs	Parental Involvement
More STEM stuff	Authentic learning, in and out of the classroom
Cutting Edge Technology Labs	Differentiated Classrooms
Assortment of Enrichment Programs	Effective curriculum in core courses
Phenomenal Guidance Support	Increased AP enrollment
Rejuvenated Character Education Involves ALL	Student Retention & Increased Enrollment

Palmyra Public School District Strategic Planning Meeting #3 Outcomes

Vision – Initiatives (con't)	Vision Initiatives (con't)
Acceptance at All-time High at four year colleges and universities	Decrease of students in remedial college courses
Improved Standardized Test Scores (even though we dislike them)	More cross-contamination of staff and focus on educating ALL about best care of kids
Interactive School Board follows overall District Vision	College Acceptance: Career Readiness and Sustainability
Cultural Diversity Programs throughout TOWN...	Become a preferred school destination
SMART BOARDS EVERYWHERE to Achieve 21 st century skill sets!	Build programming and activities that appeal to parents and students
Service Requirement for Graduation proves our kids have been helping hands all along!	At least 50% increase in retention and enrollment in five years.
Students feel important and inspired because of their Relevant Roles in Service Projects	Forward thinking Technology Plan. Put technology in the classroom that kids don't get at home.

The formal presentation of the 2016-2021 Strategic Plan for the Palmyra Public School District will be made to the Palmyra Board of Education in the fall of 2015. The community is invited to attend. More information on the date, time, and location of the presentation will be posted on the website, in the near future.

Thank you to all who participated in our Strategic Plan process. Your assistance has been invaluable.

We look forward to seeing you for the formal presentation in the fall.