



TEANECK PUBLIC SCHOOLS

Five-Year Strategic Plan



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Superintendent of Schools

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Strategic Planning Team

Strategic Planning Chair

Dr. Christopher Irving, Superintendent of Schools

Strategic Planning Co-Chair

Ms. Patricia Dent, Supervisor of Language Arts Literacy and ESL

Steering Committee Members:

Ms. Melissa Simmons, School Business Administrator

Ms. Terry Corallo, Supervisor of Community Relations and Volunteer Services

Mr. Vincent McHale, Assistant Superintendent

Ms. Victoria Fisher, Teaneck Board Member

Mr. Sebastian Rodriguez, Teaneck Board Member

Dr. Luke Schultheis, Fairleigh Dickinson University Representative

Dr. Jim Dunleavy, Teaneck Councilman

Mr. Kairo Jackson, Teaneck High School Student - Junior

Mr. John Dean, Teaneck High School Teacher & TTEA President

Ms. Margot Todman-Mack, Teaneck High School Assistant Principal, TAAS Representative

Ms. Yasmeen AlShehab, Community Representative and Parent

Ms. Shellian Mirander, Thomas Jefferson Middle School Special Education Teacher and Parent

Ms. Zohra Jamal, Community Representative

Ms. Amina Benser, Parent and Community Representative

Mr. Alan Eras, Community Representative

Community Facilitators:

Mr. Tunde Adedoyin, Manager of Human Resources and Compliance

Ms. Terry Corallo, Supervisor of Community Relations

Ms. Angela Davis, Principal of Thomas Jefferson Middle School

Dr. Marisa King, Supervisor of Business and Practical Arts

Ms. Margot Mack, Assistant Principal of Teaneck High School

Ms. Trina Moschella, Supervisor of Mathematics and Science

Ms. Nina Odatalla, Assistant Principal of Thomas Jefferson Middle School

Mr. Mohammed Saleh, Director of Technology

Ms. Melissa Simmons, School Business Administrator

Mr. Pedro Valdes, Principal of Whittier Elementary School

Strategic Plan Summary

Development

This strategic plan is the result of a commitment to a systemic approach to achieving organizational excellence through analyzing the perceptions and ideas of all stakeholders including, students, staff, parents / guardians and other community members. This document is the culmination of an effort that began in October of 2018, with the identification of a need for change that results in significant (breakthrough) improvements in a school district that is already achieving at high levels in many areas.

The approach embraced in the development of this document was an acknowledgement that the pursuit of organizational and academic excellence, some would classify as breakthrough improvement, can only result from the identification of organizational strengths and weaknesses as well as, uncovering those factors that must be addressed in order for the district to obtain measurable improvement and sustainable practices over time.

To these ends, a strategic planning steering committee was selected, and a planning committee was formed; the latter established a data gathering approach that systematically quantified leadership and administrative practices. It also evaluated performance outcomes and perceptions. The planning committee engaged internal and external stakeholders who participated in small group activities to prioritize areas of need, provide reflections and perceptions of the Teaneck Public School District (TPS). All seven schools (where nearly all instructional staff participated) and the central office, individually, held assessment and feedback sessions where current practices were evaluated and barriers to organizational success were identified. Two sessions were held with the district administrators, one session with the district's steering committee, and several sessions were held for community groups, including religious groups and former TPS Board of Education members. The district posted a survey on the district website that captured information from an additional 300+ respondents representing parents and guardians, staff, students and other community members. These methods were embraced to ensure that the diversity and any other unique aspects of TPS would be represented in defining both the current situation and the strategies by which the district would move forward into the future.

Collectively, more than 800 people completed surveys. This input was categorized and consolidated. A Likert scale was used to capture strength of agreement regarding current practices and barriers. The data was subjected to data analysis in order to produce information that the steering committee could use to strategically define the district's current situation and the direction articulated in this document.

Key Outcomes

The survey responses from all seven schools were subjected to descriptive statistics when analyzed and revealed the following organizational strengths and weaknesses. It is worth noting that the scoring pattern was very consistent from building to building.

Keys to Success

At the conclusion of each focus group session the participants formed small groups to brainstorm and prioritize how to overcome barriers and district weaknesses. While somewhat dissimilar responses were provided during each session, the priorities identified at each middle school were very similar, and the same consistency in responses was observed from the four elementary schools. And, while there is only one high school, the high school concurrently held two separate focus group sessions due to the large number of participants, yet the priorities identified at each separate group were remarkably similar.

The priorities from each session were grouped based on the similarity of the remedies and area of focus. Only the top three areas of focus, in no particular order, from each group are presented here:

- High School - School Climate, Policy Enforcement, Course Structure
- Middle Schools - Programs/Curriculum, Stakeholder Communication, Support Culture
- Elementary Schools - District Culture, Technology, Staff / Professional Development

Likewise, two sessions held with the district administrators who also identified similar weaknesses and barriers. To remedy said weaknesses and barriers, the administrators identified a need for Academic Excellence through Innovative Practices, Operational Excellence, Accountable-High Quality Staff, Safe & Supportive Learning Environment, and Cutting-Edge Technology as the five keys to success.

Teaneck Public Schools - Priorities

All remedies identified by the instructional staff and the keys to success identified by the administrators were consolidated by the planning committee into the TPS Priorities - five areas that must be addressed with consistency and persistence in order to actualize the district's vision.

The priorities are:

- Academic Programming
- Facilities and Infrastructure
- Communication and Community Partnerships
- Equity and Inclusion
- Talent Acquisition and Retention

Mission, Vision, Values and Goals

In order to effectively align the work of the school district, the district needed to solidify the following:

- *a mission statement* that serves as a concise, clear reminder of our purpose;
- *a vision statement*, both memorable and inspirational, that describes the transformation to what the district aspires to become;
- *values* or *core beliefs* that serve as the foundation of the district's work; and
- *goals* that align the priority areas with specific, measurable outcomes that can be attained as a result of this plan.

Revised Mission Statement

The Teaneck Public School District educates and empowers students by providing a high - quality, rigorous educational experience which prepares students for success within a diverse, global society.

Revised Vision Statement

The Teaneck Advantage: Educational Excellence for All

Revised Values

- Equity
- Excellence
- Innovation
- Collaboration

Process for Revision

The mission, vision, values and goals were established using a three-step process.

- 1. Data Analysis:** Data was collected and analyzed to look for reoccurring themes, words or thoughts.
- 2. Steering Committee Collaboration:** Steering committee members worked through a consensus building process to identify and draft initial mission and vision statements.
- 3. Drafting:** Both the data and foundational statements created by the steering committee were sharpened by the district's strategic planning team during the drafting process.

Goals

In order to strategically address each of the priority areas, the district’s strategic planning team designed a goal for each priority area. These goals represent what the district will achieve by July 2024. In support of each goal, this strategic plan identifies three to five objectives that the district intends on meeting in order to actualize each goal.

Priority Areas & Goal Statements

Academic Programming

- **Goal:** Further elevate academic programs by creating varied learning pathways and improving student supports

Facilities and Infrastructure

- **Goal:** Continue to improve facilities and technology in support of 21st Century learning opportunities

Communication and Community Partnerships

- **Goal:** Execute effective communications and solidify quality relationships with educational partners within and throughout the community

Equity and Inclusion

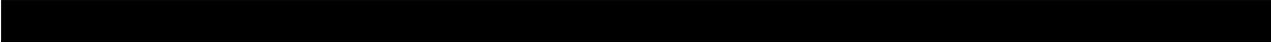
- **Goal:** Create equitable and inclusive learning opportunities for all students

Talent Acquisition and Retention

- **Goal:** Ensure operational excellence in hiring, developing and retaining staff

Priority Area, Goals, Objectives and Measures of Success

Goal: By July 2024, The Teaneck Public Schools will enhance educational offerings by creating varied learning pathways and improving student supports.



District:

- Create a district-wide system for disaggregating data in support of raising student achievement

High School:

- Create varied pathways of learning (e.g., STEM, the ARTS, and dual-enrollment opportunities)

Middle Schools:

- Construct theme-based programs to ensure equitable learning experiences

Elementary and Middle Schools:

- Deploy a clear system of support for students experiencing academic challenges
 - Improve course offerings for academically gifted learners
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Priority Area, Goals, Objectives and Measures of Success

Goal: By July 2024, The Teaneck Public Schools will continue to improve facilities and technology in support of 21st Century learning opportunities

- Establish a classroom standard for technology
- Create a protocol for garnering shared input in order to make joint decisions related to technology
- Create failover systems to ensure faster, more reliable, secure network and internet connectivity
- Acquire additional funding for the five-year facilities plan in support of creating new educational spaces (e.g., STEM labs, upgraded science labs, academies, an early childhood center and athletic fields)

Priority Area, Goal, Objectives and Measures of Success

Goal: By July 2024, the Teaneck Public Schools will execute effective communications and solidify quality relationships with educational partners within and throughout the community

- Deploy an internal and external communications plan that engages and strengthens community relations
- Improve operational efficiencies for Central Registration and Community Education programs that results in expanded services aligned to student growth and achievement objectives
- Identify and create additional volunteer opportunities for members of the community to engage with Teaneck Public School students
- Ensure all communications reflect positively on our schools and district, are user-friendly, and include appropriate use of district images and messages in support of the district's mission, vision, values and goals

Priority Area, Goal, Objectives and Measures of Success

Goal: By July 2024, the Teaneck Public Schools will create equitable and inclusive learning opportunities for all students

- Revise processes, procedures, and documentation related to the Intervention and Referral Services Committees and other educational support services, as identified
- Deploy a revised special education plan that strengthens the district's special education services
- Provide translated materials, especially at points of entry (e.g., registration documents and website resources) in languages other than English
- Adopt a district wide strategy for addressing student behaviors in conjunction with the code of conduct
- Provide quality equity and bias training to staff members to improve the instructional experience for all students

Priority Area, Goal, Objectives and Measures of Success

Goal: By July 2024, the Teaneck Public Schools will ensure operational excellence in hiring, developing and retaining staff

- Improve operational excellence in onboarding and off-boarding practices through the utilization of technology
- Provide training sessions for key stakeholders regarding new teacher mentoring which includes feedback from newly hired teachers
- Create strategic partnerships with colleges and universities in order to recruit, interview and retain qualified instructional staff members in an efficient way
- Monitor the effectiveness of the new teacher orientation process alongside administrative leads