



# TPS District Strategic Plan (2019-2024)

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**Vision:** The Teaneck Advantage: Educational Excellence for All

**Mission:** 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.

**Priority 1:** Academic Programming

**Priority 2:** Facilities & Infrastructure

**Priority 3:** Communication & Community Partnerships

**Priority 4:** Equity & Inclusion

**Priority 5:** Talent Acquisition & Retention



# Priority 1 Goals

Completed

Work  
in  
progress

Work  
in  
progress

Work  
in  
progress

Work  
in  
progress

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

## Objectives:

- **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

# Priority 1: Year One Progress (2019-20)

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## **Objective One: Create a district-wide system for disaggregating data in support of raising student achievement**

- Reviewed and discussed the current systems (Skyward and EdConnect) and created a new district-wide system for disaggregating data to support raising student achievement.
- Created data teams to explore management systems which would be a repository of student work and evidence of student progress over time, which would include standardized tests, formative and summative assessments in classrooms and a variety of alternate assessment practices that mirror differentiated instructional practices (ie. MAP scores, DRA, NJSLA, Lexia, Think Central, Moby Max).

## **Objective Two : Create varied pathways of learning (e.g., STEM, the ARTS, and dual-enrollment opportunities)**

- Created a committee to collaborate on the development Pathways. [Pathways Committee](#)
- Identified pathways that align with the [Perkins Course Clusters](#) and the approved curriculum.
- Identified courses that currently exist that can be taken in sequence to form a Pathway. [Proposed Pathways](#)

# Priority 1: Year One Progress

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## Objective Three: Construct theme-based programs to ensure equitable learning experiences

- Surveyed staff for interest in assisting in the development of theme based programs that align to the Pathways developed at the high school curriculum.
- Administered a student and parent [Interest Survey](#) to identify possible themes.
- Reviewed the results from Teaneck High School and Middle School Survey to identify possible themes.
- Created a committee to collaborate on the development of the themes to coincide with the high school Pathways. [Pathways Committee](#)

## Objective Four: Deploy a clear system of support for students experiencing academic challenges

- Identified consulting agencies who would serve as a RTI/MTSS experts/consulting firms to support Teaneck's evaluation of our tiered systems of support.
- [Targeted elementary supplemental RTI resources](#) were identified and provided as a list of interventions for improving specific language arts and mathematics skills, and to measure the impact of the interventions on student progress.
- Created a revised flowchart I&RS manuals and embedded in the [Intervention and Referral Services \(I&RS\) manual](#) that was utilized during the 2020-2021 school year.

# Priority 1: Year One Progress

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## **Objective Five : Improve course offerings for academically gifted students**

- Held meetings with both teachers and administrators about the district's academically gifted program to collect stakeholder feedback.
- Analyzed current datasets being used to identify participating students
- Drafted areas which needed further analysis such as the district's philosophical approach to educating students.
- Identified a gifted and talented consultant/expert teacher who would guide the district in revamping Teaneck's Gifted and Talented program in order to meet the NJDOE Strengthening Gifted Education Act.



## Priority 2 Goals (2019-2024)

Completed



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

### Objectives:

- 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



## Priority 2: Year One Progress

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### **Objective One: Establish a classroom standard for technology**

- Evaluated the current classroom technology available.
- Attended Techspo and ISTE with a number of stakeholders to learn more about available educational technology being used nationwide.

### **Objective Two: Create a protocol for garnering shared input in order to make joint decisions related to technology**

- Drafted and administered a [technology survey](#) which gathered input on specific softwares that teachers consistently use and different types of technology.
- As part of our protocols, this survey will be administered every two years.



## Priority 2: Year One Progress

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### **Objective Three: Create failover systems to ensure faster, more reliable, secure network and internet connectivity**

- Evaluated the current district's infrastructure
- Provided a [comprehensive report](#) with go-forward recommendations to the Dr. Irving, Superintendent and Ms. Simmons, School Business Administrator
  - Recommendations included increasing the district's internet bandwidth from 1Gbps (Gigabit per second) to 5Gbps and replacing our current firewall to a more robust firewall able to support the additional bandwidth.



## Priority 2: Year One Progress

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### Objective Four:

**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)**

- Developed a plan to expand the current Long Range Facility Plan (LRFP) required by NJ Department of Education and update the plan with 21st projects that would create new educational spaces.
- The Architect performed extensive walkthroughs with each school principal and the Director of Facilities to discover areas in each school that would enhance education by the upgrading of indoor and outdoor space on their building campus.
- Meetings were held with stakeholders:
  - Executive Team, Principals, Supervisors, Directors, and the Superintendent
  - Met with and presented with the Trustees Finance Committee the Proposed updated LRFP
  - Shared the proposed updated LRFP with the board
  - [LRFP Presentation](#)



## Priority 2: Year One Progress

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### Objective Four:

**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)**

- Funding development of the Update LRFPP
  - Reviewed and analyzed all levels of funding that could be used to fund these projects:
    - Reserves
    - ESIP
    - Leasing
    - Refinancing of Debt
    - Referendum
  - Met with the financial advisors and devised options for financing up to \$50 million in projects.
  - Reviewed funding options with the Superintendent and Trustees of the Board
  - [Five Year Funding Plan for the LRFPP](#)



## Priority 3 Goals (2019-2024)

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

### Objectives:

Completed



- 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 3: Year One Progress



## Objective: Internal & External Communications Plan

- Research: Parent, Student and Staff Surveys
- Development: Multiple drafts created and updated with input from Executive Team and Board  
Community Relations Committee: Plan includes annual metrics measured through surveys
- Plan Approval: Board Presentation June 2020 (see full plan here:  
<https://www.teaneckschools.org/Downloads/TPS%20Internal%20-%20External%20Communications%20Plan%20-%20FINAL3.pdf>)

## Objective: Create Additional Volunteer Opportunities

Began year with newly approved Board Policy on volunteering in our schools (policy focuses on two-tier approach based upon volunteer frequency in schools).

- Feature article secured on volunteering in “Age Friendly Teaneck” newsletter (December 2019).
- Secured approximately 12 new “Option 2” volunteers through February 2020 (then COVID closed schools).
- Announced “Leading Through Lessons” partnership with senior living community – Arbor Terrace Teaneck (December 3, 2019). TPS middle schools students met with senior residents at Arbor Terrace to discuss theme-based topics. First event held (Jan. 2020) and received positive media coverage. March and June events were cancelled due to pandemic.

# Priority 3: Year One Progress



## Objective: Improving Operational Efficiencies

- *Community Education Department*
  - Completed salary guides for SACC and Camp K.
  - Reviewed and updated all department forms with input from Legal
  - Secured online platform for future registrations and payments. Identified MySchoolBucks to use moving forward (planned to begin with Camp K 2020 but cancelled due to pandemic).
- *Central Registration*
  - Finalized pre-kindergarten locations for the 2020-2021 school year: AUCC, Teaneck Early Learning Center at Christ Church, Bergen Day School and Bryant School.
  - Completed the pre-kindergarten lottery process; created a student wait list and hired a school nurse to service incoming pre-kindergarten students.
  - Prior to COVID-19, determined pre-kindergarten student population and centrally registered & enrolled approximately 300 students for the 2020-2021 school year.



## Priority 3: Year One Progress

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### Objective: Positive Communications

- News Media:
  - As of June 2020, District garnered 15 positive news articles/segments (e.g. News 12, The Record, Suburbanite, Teaneck Patch, Telemundo, NBC News etc.).
- Social Media:
  - YouTube page (launched spring 2019): 156 subscribers as of 5/11/20 increased to 394 as of 11/29/20; the following videos supported district goals and received 200 to 2100 views for 9 district created videos
  - Facebook page (launched Feb. 2019): 837 “Likes” and 927 “followers” as of May 2020 increased to 990 “Likes” and 1119 “followers” as of 11/29/20. Post positive news about our district programs, school events, and student & staff accomplishments at least 4X/week.
- Superintendent’s Communications:
  - 2019-2020: Issued over 25 email or phone communications to parents and staff (excluding ones from HR) regarding important news/updates, events or programs now available in the district.
  - Monthly Superintendent’s Reports to the Board of Education, which include Strategic Plan progress, are posted on the website for the community to view.
  - Released four “Superintendent Video Messages” in 2019-2020 and then put on hold due to pandemic.

# Priority 4 Goals (2019-2024)



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

## Objectives:

### Completed



- 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 4: Year One Progress

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### **Objective One: Revise processes, procedures, and documentation related to the Intervention and Referral Services Committees and other educational support services**

- Created and distributed a [Standard Operational Manual for Intervention and Referral Services\(I&RS\)](#);
- Provided a list of academic, social, and behavioral interventions in the revised I&RS manual to be used by teachers and support staff in each building;
- Identified and trained building-based I&RS committee in each school;
- Key committee members provided training on the [functions and procedures of I&RS](#) to all staff in each building;
- Researched and posted resources and [I&RS FAQ](#) document for parents/guardians of students experiencing academic or social-emotional challenges.

# Priority 4: Year One Progress



## Objective Two: Revised special education plan that strengthens the district's special education services

- Developed and outlined a [continuum of in-district special education programs](#) and services for students in preschool through post-graduate;
- Surveyed teachers/ CST on their professional development needs for the 2020-2021 school year,
- Identified and provided one to two professional learning opportunities for teachers, CST, and related services providers on legally compliant IEPs;
- Created monthly compliance reports per case manager and reviewed at monthly meetings with Director, Assistant Director, and CST Coordinator for case review;
- Scheduled monthly department meetings to include special education teachers, child study team members and nurses;
- Provided monthly parent information forums with SEPAG and SPOT regarding all aspects of special education programs services including opportunities for parents and community members to voice concerns and offer suggestions to improve special education services;
- Created survey instruments that were shared with special education, parents and other stakeholders to evaluate the [Revised Special Education Plan](#) - specifically, special education programs, professional development needs, and parent/guardian communication.



## Priority 4: Year One Progress

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### **Objective Three: Provide translated materials, especially at points of entry (e.g., registration documents and website resources) in languages other than English**

- Moved Google Language Translator (for multiple language choices) on district website to more prominent position on homepage (TOP of page)
- Reviewed current registration materials that were translated into Spanish
- Hired Spanish translator for other district-wide written communications

### **Objective Four: Adopt a district wide strategy for addressing student behaviors in conjunction with the code of conduct**

- Revised Student Code of Conduct Policy with the assistance of Legal Counsel to provide guidance on implementing restorative practices [P5600 Revised Student Code of Conduct](#).

## Priority 4: Year One Progress

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### **Objective Five: Provide quality equity and bias training to staff members to improve the instructional experience for all students**

- Community-wide Beyond Diversity Committee (BDC) was convened and presented the Board of Education/ Superintendent with several recommendations in the 2018-2019 school year. [Beyond Diversity Committee Presentation](#)
- The BDC met with the Superintendent to collaboratively create the role of a Chief Diversity/Equity Officer for the District.

# Priority 5 Goals (2019-2024)



Completed



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

## Objectives:

- 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



## Priority 5: Year One Progress

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### **Objective One: Improve operational excellence in onboarding and off-boarding practices through the utilization of technology**

- Created a [district implementation plan](#) for deployment
- Began implementation of new onboarding system utilizing Frontline Central software
- Live demonstration of Frontline Central the software to the district's Faculty Advisory Committee
- Began preliminary quality assurance testing

### **Objective Two: Provide improved training sessions for new teacher mentoring**

- Met with stakeholders to ascertain perceptions on the district's new teacher orientation program
- Completed a new teacher feedback survey
- Reviewed and revised the mentor training booklet and resources from the last two years



## Priority 5: Year One Progress

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### **Objective Three: Create strategic partnerships with colleges and universities in order to recruit, interview and retain qualified instructional staff members**

- Began [trend analysis](#) of teacher evaluation to determine college/university attendance of effective and highly effective staff
- Explore creation of Standard Operating Procedures on Contingency Contracts
- Collaborating with Foundations to identify strategies and supports to retain newly hired staff.  
[Non-Tenured Staff Survey](#)

### **Objective Four: Monitor the effectiveness of the new teacher orientation process**

- Assessed the Foundations Program and implemented an interview process for hiring trainers
- Attended, observed and surveyed new teachers and first-year novice teachers who attended the initial Foundations training to receive their feedback about the experience, and possible suggestions for improvement



# YEAR TWO IMPLEMENTATION (2020 - 2021)



**MENTAL HEALTH SERVICES  
PROGRAM**







# Priority 1: Year Two Work in

## Progress

### **Districtwide system for disaggregating data**

- Identify data management systems for disaggregating data to present to various stakeholders (Principals, School Counselors and identified teachers) to determine the data management system which best supports student academic achievement.
- Provide professional development to key stakeholders regarding the identified data management system by June 2021.

### **Varied pathways of learning**

- Administer a student and parent [Interest Survey](#) to identify possible themes
- Present identified Career Cluster pathways at a Board curriculum committee meeting
- Provide information sessions to the school community regarding the identified Career Clusters based on current courses offered.

### **Construct theme-based programs**

- Identify courses that currently exist that can be taken to reflect the identified themes,
- Conduct a needs assessment to determine the resources needed to develop theme based programs(staff, curriculum, PD) and alignment to high school pathways,
- Develop an assessment tool to monitor the effectiveness of the themes ability to prepare students for the high school Pathway.

### **System of Support for Students Experiencing Academic Challenges**

- Where appropriate, implement [research-based supplementary reading and math programs for RTI tier II and III](#).
- Facilitate professional development for co-teaching pairs.

### **Course offerings for Academically Gifted Learners**

- Work alongside district gifted and talented consultant to co-construct a new model for Teaneck's Gifted and Talented program.
- Present Gifted and Talented Plan for redesign and relaunch for the 2021-2022 school year.



## Priority 2: Year Two Work in

### Progress

#### **Establish a classroom standard for technology**

- Determine what classroom technology will become the district's standard with technology committee
- Attend webinars and professional development opportunities for 21st century opportunities
- Became a member district of New Jersey Educational Computing Cooperative (NJECC) in order to attend monthly meetings which will help the district stay abreast of best practices.

#### **Create a protocol for garnering shared input in order to make joint decisions related to technology**

- Technology committee is in the process of being formed
- Technology committee will draft and administer a district survey that will be used to gather consistent, timely input about the district's technology offerings

#### **Create failover systems to ensure faster, more reliable, secure network and internet connectivity**

- Upgraded district's internet bandwidth from 1Gbps to 5Gbps
- Replaced, installed and configured the district's firewall
- Reconfigured the district's network to follow industry-standard and best practice
- Improved failover systems at each building to provide high availability of internet resources
- Setup monitoring and alerting systems for the district's infrastructure

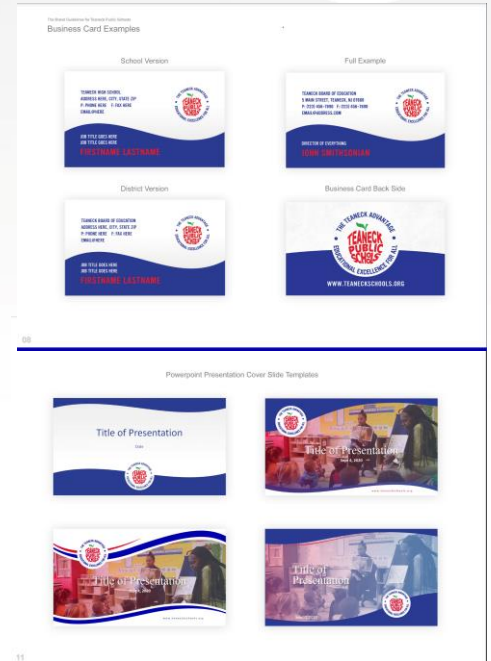


# Priority 3: Year Two Work in

## Internal & External Communications Plan Implementation: Year One

- Develop New Brand/Logo & Brand Identity Guidelines
  - Begin Development of new & improved District Website Home Page & Parent Section (go “live” fall 2021)
  - Create & Implement Mobile App for all schools (Late 2021 release)
  - **Increase Positive Communications** – ongoing Superintendent messages, frequent social media posts & increase news media
  - Reinforce “The Teaneck Advantage” in all communications including those from the Superintendent
  - Improve Student Participation – PSA’s on COVID-19 Safety Tips Just Released [PSA's](#) ; Superintendent and Student Government Meetings
  - **Community Education:** Online registration & payments for Camp K
- ### Central Registration: Operational Efficiencies

- Identify and finalize online registration process with LINQ
- Train key district stakeholders on using the online platform
- Support families as they use the online registration platform



# Priority 4: Year Two Work in Progress



## **Revise processes, procedures, and documentation related to the Intervention and Referral Services and other support services as identified**

- Provide training to administrators, I&RS committee, and staff on utilizing the HIBster software for I&RS documentation in each school;
- Develop and implement I&RS action plans using [HIBster- Educational Development Software](#).

## **Deploy a revised special education plan that strengthens the district's special education services**

- Develop ongoing professional development plan for special education teachers, Child Study Team and other support staff;
- Provide ongoing training for special education staff (LLD & RCR grades 1-8) on implementing multisensory reading intervention program;
- Restructure the MD STAR 18-21 Post graduate program at Teaneck High School;
- Providing ongoing training on establishing and maintaining BD 5-6 Program at TJMS (Middle School BD program continuum).

## **Provide translated materials, especially at points of entry (e.g., registration documents and website resources) in languages other than English**

- Additional efforts made to ensure most district communications are translated in Spanish. C&I Department secured contracted translator.

## **Adopt a district wide strategy for addressing student behaviors in conjunction with the code of conduct**

- Board of Education will be presented with the changes and recommendations to the Code of Conduct policy.

## **Provide quality equity and bias training to staff members to improve the instructional experience for all students**

- BDC and Superintendent are responsible for collaboratively working on and presenting to the Board of Education a job description for a full time position for an Equity Officer who will be responsible for this initiative.



# Priority 5: Year Two Work in

## Progress

### **Operational Excellence: On-boarding & Off-Boarding**

- Working alongside Frontline Central developers to finalize all onboarding forms and the routing of forms to ensure appropriate setup and configuration. The launch date for Frontline Central will be in April 2021.
- Setup synchronization between the district's current applicant tracking system with the our new onboarding system and the district's current absence management system. This is currently in progress and is to be completed by the end of February 2021.
- Creating detailed training documents for management and overall use of the system
- Training new Human Resource and Payroll staff on Frontline Central system - January and February 2021 (on-going)

### **Training for stakeholders regarding new teacher mentoring**

- Review the NJDOE New Teacher Mentoring Professional Development modules and implement in 2021
- Implement the recommendations of the New Teacher Orientation committee and rollout a revised, virtual 2020 New Teacher Orientation: [2020: New Teacher Orientation Google Site](#)

### **Strategic partnerships with colleges and universities for recruitment**

- Create Standard Operating Procedures on Contingency Contracts [Contingent Contract](#)
- Data Analysis of colleges and universities attended by new employees from 2017 - 2020, to establish a correlation between collegiate preparation and evaluated practice.
- Identify local university stakeholders to collaborate and secure at least 5 Memorandums of Understanding

### **Monitoring the New Teacher Orientation process**

- Survey Foundation teacher participants to continue to gather timely input regarding new teacher training and orientation. Analyze feedback and revise the 2021-2022 New Teacher Orientation / Foundation program.

# Reflections

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- Despite the COVID-19 pandemic the administration is proud of our year one progress. This progress included the creation of the new Kindergarten building and the completion of our new central office building on Teaneck Road.
- The work that continues to be done is a direct result of our investment in building the capacity of a strong administrative team.
- The next two years the Board will see a continued focus on instruction and various instructional practices (data aggregation, G&T, high school pathways).
- It is our intention with the feedback from the Board to include in this presentation for Year Two student achievement metrics for areas that involve student related programs and services.

# QUESTIONS?

