Contributors:

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To the staff of Linden Public Schools for their continued professionalism and dedication to the students and community they serve.

Linden Public Schools
Strategic Plan
2015-2020

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Executive Summary

A Message from the Superintendent, Danny A. Robertozzi, Ed.D.

The Linden Public School District stands at the threshold of an exciting point in time. We continue to see an increase in our college acceptance rate at incredibly prestigious schools and we also continue to prepare students for the careers that await them post high school. Linden Public Schools has much to be proud of in terms of athletic accomplishments, artistic achievement, and overall student recognition.

The world is changing, and the Linden Public School District is committed to promoting global citizenship by preparing our students with exemplary instruction and accessibility to cutting-edge technology. The purpose of our Five Year Strategic Plan is to provide a road map for the continued success of our district. I look forward to working with our community and stakeholders during these next five years.

We truly are a “District of Distinction.”

Vision and Mission

Vision:

The Linden Public School District is committed to developing respect for diversity, excellence in education, and a commitment to service, in order to promote global citizenship and ensure personal success for all students.

Mission:

The mission of the Linden Public School District is to promote distinction through the infinite resource that is Linden’s diversity, combined with our profound commitment to instructional excellence, so that each and every student achieves their maximum potential in an engaging, inspiring, and challenging learning environment.
Academic Achievement
Curriculum and Instruction

Goals:
All students will have the educational opportunities and experiences needed to ensure overall academic achievement and personal growth. Additionally, all teachers will have the tools and support systems available to achieve instructional success.

Objectives:
- All students will have access to a rigorous curriculum across grade levels and disciplines.
- The district will continually foster the improvement of instruction.
- District factors, including disparities in academic achievement, will be examined and addressed.
- Teacher involvement will be sought in shaping school improvement.

Strategies (Elementary Level):
Create a district-wide schedule for supervisor/teacher-led grade level or discipline meetings and cross grade level meetings to set a common standard.

Year 1:
- Analyze overall schedule and look for opportunities to collaborate
- Designate a point person and create initial schedule

Year 2:
- Begin implementation
- Solicit teacher input for number and frequency of meetings
- Review, adapt, and implement schedule for next academic year

Year 3:
- Continue with implementation
- Review, adapt, and implement schedule for next academic year

Year 4:
- Continue with implementation
- Review, adapt, and implement schedule for next academic year
- Evaluate overall process and determine successes and weaknesses

Year 5:
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps
Supervisors support ongoing professional development to enhance professional knowledge base and unify expectations. Opportunities will be provided for coaches and teachers to model lessons that support the curriculum.

**Year 1:**
- Assess needs of students and staff

**Year 2:**
- Designate point person and create initial schedule to merge with the needs assessment
- Review, adapt, and implement schedule for next academic year

**Year 3:**
- Continue with implementation
- Review, adapt, and implement schedule for next academic year
- Reassess teacher needs

**Year 4:**
- Continue with implementation
- Review, adapt, and implement schedule for next academic year
- Evaluate overall process and determine successes and weaknesses

**Year 5:**
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps

Create a teacher professional development academy to support ongoing professional development and provide teacher training in data review and analysis

**Year 1:**
- Conduct needs assessment
- Compile and analyze results for review

**Year 2:**
- Present findings to stakeholders
- Develop a plan to enhance professional development

**Year 3:**
- Implement plan

**Year 4:**
- Review, adapt, and implement plan for next academic year
- Evaluate overall process and determine success and weaknesses

**Year 5:**
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps
Provide opportunities for family involvement to support student academic achievement

Year 1:
- Assess family needs
- Create a plan based on needs

Year 2:
- Outline parent goals for involvement
- Create resources and references
- Promote and distribute

Year 3:
- Review parent participation
- Create additional resources
- Identify the most successful resources and programs

Year 4:
- Continue to promote parental involvement
- Survey parents and utilize feedback to continue planning

Year 5:
- Determine next steps to promote successful parental involvement

Create a district team to oversee curriculum development

Year 1:
- Identify members for a curriculum development team
- Establish roles of team members

Year 2:
- Begin review of curriculum
- Promote curriculum expectations
- Set goals for curriculum team

Year 3:
- Implement plan

Year 4:
- Evaluate and adapt plan according to needs

Year 5:
- Continue to review and update curriculum
Review time allotments for best implementation of technology goals at the elementary level, and incorporate additional technology opportunities for grades Pre-K-2

Year 1:
- Review time allotments for all subject areas
- Determine time allotment, resources, and focus necessary for technology growth

Year 2:
- Create a plan for implementation
- Secure resources and necessary approvals to carry out implementation

Year 3:
- Begin implementation of plan
- Continually monitor and assess plan for effectiveness

Year 4:
- Evaluate and adapt plan according to needs

Year 5:
- Continue to review, update, and implement plan

Create a district-wide character education program

Year 1:
- Form a character education planning team
- Research successful options, plans, and programs to consider towards the development of a district-wide character education program

Year 2:
- Develop a cohesive character education program for district-wide implementation
- Provide staff training

Year 3:
- Secure resources for plan implementation
- Begin implementation of district-wide character education program

Year 4:
- Evaluate and adapt plan according to needs

Year 5:
- Continue to review, update, and implement plan
Academic Achievement
Curriculum and Instruction

Analyze assessment tools, measures, and criteria at the elementary level

Year 1:
- Form teams to evaluate assessments in each subject area
- Determine the instructional impact of assessments

Year 2:
- Create an assessment master schedule
- Provide teacher training in utilizing data to inform instructional decision-making

Year 3:
- Solicit feedback from teachers, administrators, parents, and students regarding appropriateness of assessments
- Continue teacher training in utilizing data to inform instructional decision-making

Year 4:
- Evaluate and adapt plan according to needs

Year 5:
- Determine next steps

Strategies (Secondary Level):
Review the process for curriculum writing. Revisions will be continuous and inclusive of all stakeholders

Year 1:
- Explore online curriculum builder programs
- Create district curriculum templates in accordance with QSAC requirements and student needs

Year 2:
- Begin the rewrite/revision process using curriculum builder template

Year 3:
- Form department curriculum teams to write/revise core curriculum
- Form a district curriculum evaluation team that reviews curriculum
- Adopt a curriculum evaluation rubric to assess newly developed curriculum

Year 4:
- Evaluate and adapt plan according to needs

Year 5:
- Determine next steps
Academic Achievement
Curriculum and Instruction

*Create content specialized courses*

**Year 1:**
- Survey the interest of students and the strengths of staff
- Evaluate the scheduling needs and logistics of offering semester courses

**Year 2:**
- Approve curriculum writing for content specialized electives
- Submit curriculum to committee for review and evaluation
- Explore opportunities for learning outside the classroom

**Year 3:**
- Continue to survey staff and students for ideas regarding new course offerings

**Year 4:**
- Evaluate and adapt plan according to needs

**Year 5:**
- Determine next steps

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Promote the incorporation of technology into district curriculum

**Year 1:**
- Survey staff and students on the role technology plays in learning and teaching
- Utilize Vanguard Teams to encourage and promote innovative use of technology in the classroom

**Year 2:**
- Offer advanced training to teachers in specific programs or applications to enhance instruction

**Year 3:**
- Continue to survey staff and students for technology needs
- Continue to offer advanced training to teachers in specific programs or applications to enhance instruction

**Year 4:**
- Evaluate and adapt plan according to needs

**Year 5:**
- Determine next steps
Academic Achievement Curriculum and Instruction

Implement a district wide video coaching program

Year 1:
- Establish a team to lead in video coaching program implementation
- Determine and procure exemplary teachers to be recorded
- Secure resources

Year 2:
- Create a catalogue of resources
- Establish a schedule
- Begin to record and compile database of reference videos

Year 3:
- Create a video database accessible to all staff for ongoing professional development
- Continue to record lessons and expand the database

Year 4:
- Evaluate and adapt plan according to needs

Year 5:
- Determine next steps

Academic Achievement Curriculum and Instruction

Improve our district through continued focus on facilities, staffing, and community involvement

Year 1:
- Provide facility survey to staff and students
- Continue to implement best hiring practices
- Explore additional partnerships with community

Year 2:
- Reflect on information gathered in year one and establish plans, practices, and partnerships

Year 3:
- Continue with implementation

Year 4:
- Evaluate and adapt according to needs

Year 5:
- Determine next steps
Academic Achievement
Curriculum and Instruction

Continue to expand the knowledge base of administrators and teachers in understanding socio-cultural factors related to disparities in academic achievement

Years 1-2:
- Research and make recommendations for professional development
- Provide professional development and support for integration of strategies and reflection on practices

Year 3:
- Continue with implementation

Year 4:
- Review, adapt, and implement plan
- Evaluate overall process and determine strengths and weaknesses

Year 5:
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps

Provide comprehensive support for our students

Year 1:
- Identify the comprehensive needs of our students (nutrition, social services, medicine, etc.)
- Explore ways within the school system to address these needs

Year 2:
- Implement programs to support the well-being of students

Years 3-5:
- Continuously reevaluate the needs of our students and research programs to address those needs
Determine the academic needs of students at the beginning of each marking period for the purpose of ensuring individual student growth

**Year 1:**
- Gather and prepare diagnostic materials
- Incorporate strategies into curriculum and instruction

**Year 2:**
- Continue professional dialogue and reflection regarding best instructional strategies to ensure individual student growth

**Year 3:**
- Continue with implementation
- Review, adapt, and implement for next academic year

**Year 4:**
- Continue with implementation
- Review, adapt, and implement for next academic year
- Evaluate overall process and determine strengths and weaknesses

**Year 5:**
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps

**Continue to promote comprehensive practices for data review and analysis**

**Year 1:**
- Build structured conversations in order to better understand disaggregated data
- Critically examine factors that influence achievement
- Continue to strengthen reflective practices of classroom teachers

**Years 2-3**
- Continue to analyze district performance
- Identify patterns of strengths and weaknesses
- Continue to strengthen reflective practices of classroom teachers
- Continue to build a network of support to promote reflective practices

**Year 4:**
- Review, adapt, and implement for next academic year
- Evaluate overall process and determine strengths and weaknesses

**Year 5:**
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps
**Professional Development**

**Goals:**
All stakeholders of the Linden Public Schools will demonstrate a shared commitment to professional learning in order to improve student achievement and create a safe, nurturing, learning environment.

**Objectives:**
- Professional learning will offer differentiated opportunities that are driven by data as well as individual and collective needs.
- Professional development will be relevant and meaningful.
- Professional learning will be ongoing. Implementation models will be shared consistently throughout the district in a collaborative manner.

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**Academic Achievement**

**Curriculum and Instruction**

*Establish Professional Learning Communities (PLCs) within each school*

**Year 1:**
- Identify focus of school-based professional learning communities

**Year 2:**
- Begin to explore PLC models to align coherent processes for school improvement
- Professional Learning Communities will continue to identify school-based goals and objectives and facilitate action

**Year 3:**
- Utilize chosen Professional Learning Community models to align coherent processes for school improvement
- Continue with implementation
- Review, adapt, and implement for next academic year

**Year 4:**
- Continue with implementation
- Review, adapt, and implement for next academic year
- Evaluate overall process and determine strengths and weaknesses

**Year 5:**
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps
Strategies: 
*Create a professional development working group with representation of all stakeholders*

**Year 1:**
- School based working groups will use platforms such as Teachscape to determine professional development focus
- Distribute interest/needs surveys to allow for teacher input

**Year 2:**
- Review and revise professional development working groups

**Year 3:**
- Continue with implementation
- Review, adapt, and implement for next academic year

**Year 4:**
- Continue with implementation
- Review, adapt, and implement for next academic year
- Evaluate overall process and determine successes and weaknesses

**Year 5:**
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps
Goals:
Develop a Linden Public School “Brand” that will unify the district. Continue to promote all that is good about the district to better affect internal and external belief systems. Consistently share all that is positive about our school district with the community at large.

Objectives:
- A brand will be developed for the Linden Public Schools for September 2015.
- A School Year Kick Off, including professional development and a welcome message, will be planned for September 2015.
- Incorporate our district “Brand” into practices, publications and communications.
- Increase accessibility to parents and the greater community will increase through technology, face-to-face recruitment, and promotion efforts.

Community and Public Relations

Strategies:
Plan and host a District Launch event to promote unity and a shared vision

Year 1:
- Create a launch committee for planning, promoting, and facilitating the event
- Unveil the district’s student-designed logo
- Empower staff with the district’s vision and mission
- Communicate the importance of each staff member
- Promote a sense of unity and common purpose for Linden Public Schools

Year 2:
- Reestablish Launch Committee for planning, promoting, and facilitating the event
- Reflect upon opportunities for improvement for year 2 based on surveys and committee observations
- Explore potential keynote speakers to promote district goals

Year 3:
- Continue with implementation
- Review, adapt, and implement for next academic year

Year 4:
- Continue with implementation
- Review, adapt, and implement for next academic year
- Evaluate overall process and determine strengths and weaknesses

Year 5:
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps
Community and Public Relations

Create a sense of unity through common branding and shared vision

Year 1:
- Share district logo with all staff
- Publicize and establish uniformity on district publications
- Review and reflect upon all that the logo exemplifies

Year 2:
- Shift individual school spirit wear and mascots to reflect district branding
- Promote pride in our schools through our logo, mascot, and identifying colors

Year 3:
- Continue with implementation
- Review, adapt, and implement for next academic year

Year 4:
- Continue with implementation
- Review, adapt, and implement for next academic year
- Evaluate overall process and determine strengths and weaknesses

Year 5:
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps

Community and Public Relations

Continue to promote public relations and positive perception of Linden Public Schools

Years 1-2:
- Collect and examine data pertaining to perception
- Collect and examine enrollment data
- Develop a marketing plan for our schools
- Continue to publicize and share the vast array of student and staff achievement
- Continue to utilize and expand access to various venues and forums to publicize the educational and extra-curricular opportunities available to our students

Year 3:
- Continue with implementation
- Review, adapt, and implement for next academic year

Year 4:
- Continue with implementation
- Review, adapt, and implement for next academic year
- Evaluate overall process and determine strengths and weaknesses

Year 5:
- Final evaluation to determine overall success of 5 year implementation
- Determine next steps