

***Administrative Team=Cabinet, Directors, Principals and Assistant Principals**

Strand 1-STUDENTS: DEVELOPMENT, EMPOWERMENT, ENGAGEMENT & ACHIEVEMENT			
Goal Statement: The district will establish a cycle of continuous improvement to develop and implement preschool-12th grade research-based practices that will engage and empower each student to become college and career ready.			
Objective #1: To identify and embed multiple measures to assess student growth and achievement			
Action Plan	Responsible Individual / Team	Results	Timeline
1.1.1 Conduct a district analysis to identify existing measures of student growth and achievement.	(Natalie Topylko) Administrative & Supervisory Teams Teachers	Analysis results	Analysis done by November 2017
1.1.2 Identify and analyze current benchmark assessments at each grade level and content area to determine reliability, alignment, inter/intradisciplinary connections and predictive value of these assessments.	(Marybeth Kopacz) Administrative & Supervisory Teams Teachers	Benchmark analysis and action plans to address gaps Rubric for assessing presence of multi-content material within benchmark assessments	Identify benchmarks by August 2018 Analysis and action plan completed by August 2019 Implementation begins July 2018 during summer curriculum writing
1.1.3 Assess the current levels of math offered in Pre-Algebra 6 to determine whether levels B and C should be combined by analyzing placement data and how students continue to perform as they move through the math sequence in grades 6, 7 and 8.	(Karen Seiferheld) Pre-K - 6 Math Supervisor, 7-12 Math Supervisor, Building Principals, Director of Curriculum	Student performance in math classes in grades 6, 7, and 8; percentage of students who are able to move up to the next level in math. Longitudinal data will be analyzed over the course of five years, with recommendations to be made annually.	Annually at the end of each school year through 2023

1.1.4 To assess the accelerated math program in grades 7-12 by identifying the students enrolled in the accelerated math program (Algebra 1 in grade 7) and tracking their performance as they move through the 7-12 math sequence.	(Antonio Matheus) 7-12 Math Supervisor, Building Administrators, Director of Curriculum	Student performance in accelerated math classes; percentage of students who continue to take accelerated math classes.	August 2022
1.1.5 Determine the success of students who enter LHS at a level 2 World Language course to determine student proficiency and their future advancement in the target language.	(Carmen Michael) World Languages Supervisor and Teachers	Longitudinal data will be analyzed over the course of five years, with recommendations to be made annually.	Annually at the end of each school year through 2023
1.1.6 Research, develop and implement use of a variety of alternate assessment practices that mirror differentiated instructional practices	(Dorian Gemellaro) Administrative & Supervisory Teams	Alternate Assessments embedded into curricular documents; Evidence demonstrated via lesson plans, observations and instructional rounds.	August 2020
1.1.7 Research, develop/acquire, and implement an instrument to collect, store, and analyze data in order to inform instruction.	(Natalie Topylko) Administrative & Supervisory Teams, Teachers	Committee analysis and recommendation	August 2018 - for research and develop August 2019- for implementation
1.1.8 To determine the value of taking the PSAT in preparation for performance on the SAT by comparing SAT scores of the of the students who take the PSAT to those who do not.	(Sinead Crews) Administrative & Supervisory Teams	Analysis of Test Enrollment Student Performance on SAT scores	August 2018 August 2020

1.1.9 To align the LHS and AP curricula by comparing student AP exam scores with final grades in corresponding courses.	(Danielle Rosenzweig) Administrative & Supervisory Teams Teachers	Student Performance	Annually through August 2022
1.1.10 To determine the effectiveness of the forced drop procedure by analyzing year-long student performance and utilizing a comparison of classroom grades in the honors and AP level with the course dropped into as well as grades in course with AP exam scores. ***Analyze the data from the non-forced drop pilot to determine continuation of practice and/or pilot.	(Mark Stern) Administrative & Supervisory Teams Teachers	Recommendation to eliminate, modify or continue current practice	August 2018 (And continued review through 2020)
1.1.11 Conduct a district analysis to determine “open-access” policies and procedures, analyze student achievement in those areas, and make appropriate recommendations based on the data acquired.	(Bronawyn O’Leary) Administrative & Supervisory Teams Teachers	Student performance of students who opted into courses.	August 2020
Objective #2: To identify and implement imperatives for academic, social and emotional development			
Action Plan	Responsible Individual / Team	Results	Timeline

1.2.1 Conduct a district assessment of existing initiatives for academic, social and emotional development.	(Blair Rosenthal and Carlos Gramata) Administrative & Supervisory Teams Teachers	Survey results Analysis of scope and sequence	By August 2018
1.2.2 To reduce the number of student discipline referrals and recidivism at the high school level by implementation of Collaborative and Proactive Solutions model as well as student assisted processing in the reflection room.	(Amro Mohammed and Jenna McCarthy and Krystie Loeuis) Administrative & Supervisory Teams I&RS CST Wellness Committee School Safety Team	Number of discipline referrals; Recidivism rates	August 2018
1.2.3 To continue to develop programming and targeted support at Heritage Middle School for students with academic, social, emotional and behavior needs by evaluating the current practices and programs offered.	(Chrystie Young) Administrative & Supervisory Teams Teachers I&RS CST Culture and Climate Committee School Safety	Make recommendations regarding any changes, modifications, and/or additions to programming that will better support students.	August 2018
1.2.4 Elementary Schools - Track and examine current disciplinary practices and office referral & climate and culture needs	(Emily Sortino and Jo Tandler) Administrative & Supervisory Teams I&RS CST Wellness Committee School Safety & Climate Team	Discipline referrals Guidance referrals	June 2018
1.2.5 Elementary schedule	(Sara Bright) Administrative &	Committee Analysis	August 2018

<p>To examine the current elementary specials' schedule in order to determine if it is the most efficacious use of time.</p> <p>Make a recommendation regarding the most efficacious elementary schedule to include: ~Specials rotation ~Required instructional minutes in all content areas.</p>	<p>Supervisory Teams Teachers</p>		
<p>1.2.6 To research best practices in the use of homework as an instructional tool and examine current practices across all levels and content areas in order to determine the most meaningful and manageable homework practices.</p>	<p>(Lisa Steiger) Administrative & Supervisory Teams</p> <p>Teachers</p>	<p>PD opportunities PLC Analysis of available data</p> <p>Recommendations for Grading and Reporting Handbooks</p>	<p>August 2018</p>
<p>Objective #3 Increase partnerships among students, community volunteers and parents to focus on the emotional/social wellness of students</p>			
<p>Action Plan</p>	<p>Responsible Individual / Team</p>	<p>Results</p>	<p>Timeline</p>
<p>1.3.1 Survey stakeholders to identify possible areas where partnerships can facilitate student wellness</p>	<p>(Andy Krupa) Administrative & Supervisory Teams</p>	<p>Potential Programming Topics</p>	<p>August 2018</p>
<p>1.3.2 Partner with building PTA/PTO/HSA organizations to provide programming for parents that will offer strategies for supporting social emotional well-being for their children.</p>	<p>(Chris Steffner) Administrative & Supervisory Teams PTO Executive Board</p>	<p>Program list Actual programming offered</p> <p>Report on impact</p>	<p>June 2018</p> <p>June 2019</p>

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Strand 2 - STAFF: DEVELOPMENT, INSPIRATION, INNOVATION, AND INSTRUCTION

Goal Statement - The district will: Attract, hire, retain and develop a high quality staff that will create, innovate, and implement best practices to foster student growth and address the diverse needs of students.

Objective #1: To provide meaningful, targeted professional development with specific, intended outcomes.

Action Plan	Responsible Individual / Team	Results	Timeline
2.1.1 Develop a comprehensive PD program that revolves around the evaluation of student performance data, cross-curricular skill sets, and Character Education	(Marybeth Kopacz and Natalie Topylko) Administrative and Supervisory Teams Teachers	Ongoing PD program documents reflecting opportunities for teachers to explore the targeted areas. End of PD session surveys reflecting results Observation and lesson plan documents demonstrate evidence of successful implementation of strategies explored through PD opportunities	August 2018 Ongoing 2018 - 2019 School Year
2.1.2 Expand the use of our learning management systems to provide online professional development, blended learning opportunities and learning communities for all staff	(Erin Borino with Tech Coaches) Supervisors, Tech Coaches, SciP Committees, Teachers	Number of Teachers completing online training Participation in online learning communities Creation of online resources and library	Year 1: January 2018- June 2018

Objective #2: To fully align and integrate scope and sequences in all curricular areas, which address the needs of all learners, and aligns to local and state requirements.

Action Plan	Responsible Individual / Team	Results	Timeline
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2.2.1 Assess curricula at each grade level to identify opportunities for interdisciplinary connections.	(Andrew Espinoza) Subject area supervisors K-12 in collaboration with Teachers writing summer curriculum. To also include Special Education Teachers regarding differentiation.	Vibrant and rigorous interdisciplinary connections made in the curricular documents developed	August 2018 and ongoing as new curriculum is written/revised
2.2.2 Review the frequency with which cross content articulation is occurring during curriculum development in the summer, and plan for incorporation in future meetings.	(Brian Carey) Subject area Supervisors K-12	Calendar of meetings scheduled with cross-content teachers during PD and department meeting times throughout school year	2018 for review; ongoing during every summer curriculum writing

Objective #3: Integrate technology as an effective teaching tool within all content areas.

Action Plan	Responsible Individual / Team	Results	Timeline
2.3.1 Identify the needs of the individual content areas regarding technology integration within the classroom, K-12	(Erin Borino and Tom Douglas) Technology Based Committee of Stakeholders (admin, Tech Coaches, Supervisors, Teachers etc.)	Survey Results	January 2018
2.3.2 Increase student achievement across content areas by providing a reliable, sustainable technology plan and framework to improve learning that instills our students with 21st century skills and strategies	(Erin Borino and Tom Douglas) Technology Based Committee of Stakeholders (admin, tech coaches, supervisors, teachers etc.), SciP Committee	Develop multi-year Technology Plan PD Plan for Tech SciP Committee Evaluation of the impact on instruction and student learning	August 2018 August 2019 and annually after that
2.3.3 Expand the use of Schoology to provide	(Deb Ostrowski)	Targeted PD opportunities	Aug 2018- Continued PD

course content and online-assessments to learners in grades 4-12	Administrative and Supervisory Teams Technology Committee, ScIP Committee	Evidence of use of Schoology in lesson plans Survey results of staff and students	for 6-12 staff and introductory PD for 4-5th staff June 2019 grades 6-12 and piloted in grades 4 & 5 Annually at the end of each course and/or school year
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Objective #4: Create systems to support best practices in hiring, evaluating, supporting, and developing staff.

Action Plan	Responsible Individual / Team	Results	Timeline
2.4.1 Develop a system through the Human Resource Dept to track the retention of new staff over a five-year period.	(Sue Burman) Human Resources Department	Data and identification of a system.	2017-2018 Research the available tools in the industry. 2018-2019 Implement the system.
2.4.2 Provide yearly training in the Teacher Evaluation system and associated evaluation terminology for appropriate stakeholders.	(Chris Steffner) Administrative and Supervisory Teams	Construct an agenda and training program annually.	Beginning August 2017, annually through 2022
2.4.3 Evaluate and update the New Teacher Mentoring Program.	(Carlos Gramata and Bronawyn O'Leary) District Mentoring Team, Directors	Survey results Updated Mentoring Plan	August 2017, annually through 2022
2.4.4 Evaluate and update the New Teacher Orientation Program	(Lisa Steiger) Administrative and Supervisory Teams	Survey results Utilize feedback to plan building and district support for non-tenured staff	August 2017, annually through 2022

2.4.5 Develop and evaluate a structure which facilitates the use of instructional rounds within individual buildings for observers and teachers.	(Kevin Wittmaack and Mara Rubin) Administrative and Supervisory Teams Teachers	Schedule of rounds Frequency of visits Analysis of feedback Survey results	September 2017, annually through 2022
2.4.6 Develop schedule so all staff participate in building and district based instructional round professional development opportunities	(Kevin Wittmaack and Mara Rubin) Administrative and Supervisory Teams Teachers	Evidence of PD in instructional rounds Schedule of rounds	August 2018, annually

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Strand 3 - FACILITIES & ENVIRONMENT: SAFE CIVIL & NURTURING

Goal Statement: The district will: Create and maintain a safe, civil and sustainable environment in which to learn, teach and grow.

Objective #1: Plan and respond to changing current conditions.

Action Plan	Responsible Individual / Team	Results	Timeline
3.1.1 District Safety Team will ensure that all updates, changes, and expectations from the local, state, and federal regulations and laws are implemented with fidelity.	(Cindy Healy) District Safety Team	Required NJDOE mandated trainings	September 2017- June 2022
3.1.2 District Safety Team will ensure compliance with all reporting requirements are met within all buildings	(Cindy Healy) District Safety Team	Meeting agendas and updated procedures and compliant District Safety Plan	September 2017- June 2022

Objective #2: Enable the physical safety of all students and staff.

Action Plan	Responsible Individual / Team	Results	Timeline
3.2.1 District Safety Team will meet at least twice annually to ensure collaboration and consistency for safety concerns throughout the district as well as share new information to assist principals in the creation of procedures and responses to emergency situations.	(Cindy Healy) District School Safety Committee	Agendas from two meetings Reports/feedback from safety organization Review previous security audits	Biannually each year 2017-2022
3.2.2 In alignment with the District Safety Plan, building principals will respond to climate, safety and security issues within each school building by: <ul style="list-style-type: none"> Collecting ongoing data 	(Rob Grosso) School-based School Safety Committee	Reports to District Safety Committee Monthly Safety Drill Schedule	At least three meetings per school year beginning September 2017 and concluding June 2022

<ul style="list-style-type: none"> Consulting with local police and fire departments Establishing and implementing protocols regarding the safety of school community Providing a report of the findings and recommendations 		Feedback from school community regarding safety	
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Objective #3: Build awareness and support the safety and well-being of the school community.

Action Plan	Responsible Individual / Team	Results	Timeline
3.3.1 District Safety Committee will develop and communicate information regarding safety procedures for outside organizations and volunteers when using LPS facilities.	(Cindy Healy and Rob Grosso) Safety Committee members Facilities Coordinator	Statements of assurance provided to Safety Committee from outside groups, school principals, etc. Safety procedures disseminated to all parties	Annually for schools At time of school use/rental by outside groups
3.3.2 Evaluate current programs for student safety. School safety programs will be offered to students, staff and/or parents including HIB, stranger danger at the elementary level, and Internet safety.	(Krystie Loeuis) Building principals Guidance Counselors	Agendas from meetings Staff feedback on safety programs NJDOE mandated trainings	Ongoing data collection within the school year

Objective #4: Promote a healthy culture and climate for all stakeholders.

Action Plan	Responsible Individual / Team	Results	Timeline
3.4.1 To ensure that each school designs programming to address the well-being of the school community by promoting mindfulness.	(Sinead Crews) Administrative and	Enhanced well-being of school community as demonstrated through:	Beginning 2017 through June 2022

	Supervisory team School Counseling Child Study Team Clinical Counselors SAC's	<ul style="list-style-type: none">• Self-reflection• Information gathered through climate surveys• Anecdotal data• Empirical data	
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Strand 4 - COMMUNITY: PARTNERSHIPS, PRACTICES AND PROGRAMS			
Goal Statement - The district will: Strengthen the partnership among parents, school, and community, as active partners in the education of all children.			
Objective #1: Through practices, programs, and resources, increase communication to support the growing and diverse needs of the district.			
Action Plan	Responsible Individual / Team	Results	Timeline
4.1.1 To develop and administer a needs assessment designed to gather feedback from appropriate stakeholders.	(Carmen Michael, Tim Hart, Shawn Kelly) District Administrative Team Business Administrator Communication Officer Technology Manager	Report on gaps in procedures and prioritize action steps	June 2018
4.1.2 Analyze the results of needs assessments in order to make recommendations to be considered in future district planning and decision making.	(Carmen Michael, Tim Hart, Shawn Kelly) District Administrative Team Business Administrator Communication Officer Technology Manager	Analysis of results and formulation of recommendations	Analysis and recommendations by August 2018
Objective #2: Increase district-wide collaboration with students, community volunteers, organizations and businesses to provide exposure to, and experience in career paths and interests.			
Action Plan	Responsible Individual / Team	Results	Timeline
4.2.1 Engage in a review of current curricula across all disciplines, inclusive of the counseling curriculum, to	(Leala Baxter, Todd Mitchell, Jim Novotny)	Review of curriculum documents with report on current reality and recommendations	August 2018

ensure 21st Century skills are effectively addressed and links to career exploration are evident and implemented.	Administrative and Supervisory Teams Staff	Career Cruising and Naviance data	
4.2.2 Implement recommendations regarding opportunities within and across curricula for students to explore career connections.	(Leala Baxter, Todd Mitchell, Jim Novotny) Administrative and Supervisory Teams Staff	Creation of internships, community based instruction, mentorships, and enriched opportunities to explore career options	August 2019
Objective #3: Enhance communication between home and school.			
Action Plan	Responsible Individual / Team	Results	Timeline
4.3.1 Address new regulations regarding website access, including providing various language translations, talk to text and text to talk, etc.	(Marilyn Lehen, Tom Douglas, Elaine Titunick) IT Department	Website that meets new regulations	June 2018
4.3.2 Utilize parent and community forums/information sessions/book chats for new initiatives undertaken by the Livingston Public Schools	(Chris Bickel and Scott Kercher) Administrative and Supervisory Teams Communication Officer	New initiatives, for example: RSDT, HW, Mindfulness, wellness forums, book chats and presentations Increased parent representation on district committees	June 2018
Objective #4 Increase partnership among schools, community organizations and parents to support wellness.			
Action Plan	Responsible Individual / Team	Results	Timeline
4.4.1 Creation of a Wellness committee comprised of stakeholders	(Chris Steffner)	The existence of a committee made up of Superintendent,	November 2017

to oversee initiatives to promote health and well being.		Members of the Admin/Supervisory Team, Staff, Student and Parents	
4.4.2 The Wellness Committee will select and oversee the administration of an organization health survey to determine gaps in desired outcomes-	(Chris Steffner) Wellness Committee	Administration of an organizational health survey	January 2018
4.4.3 The Wellness Committee will analyze the results and make recommendations to address gaps in desired results.	(Chris Steffner) Wellness Committee	Identification and prioritization of initiatives to improve culture and climate	June 2018
4.4.4 Work with Executive Committee of the LEF to revitalize efforts to increase support of the Livingston Public Schools financially and through increased partnerships with alumni and community members	(Steve Robinson) Board of Education Members, Business Administrator, Superintendent, Communications Officer	Election of new officers, development of short term and long term goals and initiatives,	June 2018