

2023-2024 District Goals



July 13, 2023 BOE Meeting

Note: Goals are not presented in any particular order

GOAL 1: Schools for the Class of 2038

Narrative: When our current pre-schoolers graduate from the Wayne Township Public Schools in 2038, the world will be a very different place. In addition to a global population in excess of 9 billion people, many technologies that may be under development today will be a part of everyday life. Our students will need to compete against a global talent pool. Yet most of our schools are already over 60 years old and still have many of the original utility systems. While a point of pride for the Wayne Township Public Schools is the outstanding and well-funded facility maintenance program, we can see more of our immediate needs are well beyond our capacity to fund from our regular budget, especially considering the growth in enrollment we are experiencing.

Rationale: The time to act is now due to a unique circumstance when the expiration of long-term debt can be timed with new debt issuance allowing for significant construction and renovation work with no impact on taxpayers. Rarely is there a time when such an opportunity exists. In addition, our school ranking is currently hindered by the condition of our facilities. In a school choice environment, facilities matter to parents and students, especially when better educational facilities are available.

The goal: Now that we have completed most of the preliminary work needed for a referendum, it is time to develop a comprehensive and detailed plan to be used as a basis for supporting activities intended to build community understanding and support.

DISTRICT GOAL 1: Schools for the Class of 2038

STAFF RESPONSIBLE	SUPPORTING ACTIVITY (TIMELINE)	FINANCIAL IMPLICATIONS
Superintendent, Assistant Superintendent, School Business Administrator, Board of Education	The referendum cannot move ahead without architectural plans and the development of preliminary eligible (for state aid) costs. The district is in the process of sending an estimated \$178,000,000 in total possible existing projects to the NJDOE for review and approval. Designs and plans related to new and renovation project applications are in the process of being finalized, which will be added to or subtracted from the overall total. (Summer 2023)	Moderate- Cost of work for architect- \$104,000
Superintendent, Assistant Superintendent, School Business Administrator, Board of Education	With a greater understanding of plans, options, costs, and funding, the Board of Education and Citizen Advisory Committee will need to identify priority projects so all other work can proceed. (Summer/Fall 2023)	Minimal-
Business Administrator, Bond Counsel, Financial Advisor	Once a final list of NJDOE approved projects is created, specific information can be developed for the referendum including the impact on taxpayers and the actual question that will appear on the ballot. (Fall 2023)	Moderate- Cost of work for bond counsel and financial advisor work
Superintendent, Assistant Superintendent, School Business Administrator, Board of Education, Citizen Advisory Committee, Public Relations Consultant	Community education and involvement is critical for a successful facilities referendum. With specific information in hand, our public relations firm can develop talking points, educational videos, testimonials, and a host of other resources to be shared with the community. (Fall 2023)	Moderate-Cost of work for public relations consultant - \$80,000
Superintendent, Assistant Superintendent, School Business Administrator, Board of Education, Citizen Advisory Committee, Public Relations Consultant	Carry out community education and involvement plan leading up to date of referendum which is currently targeted for March 12, 2024.	Minimal

Note: Expenditures related to the referendum above will be included in the total cost of the final referendum. If the referendum is approved, the costs will be offset by the subject referendum's bond proceeds. If the referendum does not pass, the related expenditures would be absorbed by the district's operating budget(s).

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Overall Niche Grade

How are grades calculated?
Data Sources



Academics



Diversity



Teachers



College Prep



Clubs & Activities



Administration



Sports



Food



Resources & Facilities



GOAL 2: Learning Management System (Year 2)

Narrative: During the COVID 19 pandemic, schools had to deliver online and hybrid instructional programs while trying to maintain a system that offered the most equitable and robust instruction to our students. During the pandemic, the Wayne Township Public Schools used digital tools and resources already on hand to maintain instructional programs. Upon reflection, a committee of educators, upon learning more about learning management systems (LMS), recognized the capacity of this software to support and enhance the teaching and learning process.

Rationale: Learning Management systems offer many advantages for teachers and students. These software packages support the efficient distribution of class materials to all students, allow teachers to disseminate resources in a diverse range of formats to meet the individual needs of all students, offer parents and guardians access to their child's classroom information, and provide an enhanced platform for engagement.

The goal: To build on the work of the Learning Management System (LMS) Committee and move ahead with an implementation plan for both high schools during the 2023-2024 school year.

DISTRICT GOAL 2: Learning Management System (Year 2)

STAFF RESPONSIBLE	SUPPORTING ACTIVITY (TIMELINE)	FINANCIAL IMPLICATIONS
Director of Technology, Teacher Technology Coordinators, Implementation Team, Superintendent, Assistant Superintendent, Business Administrator	Budget and plan for LMS system purchase, implementation, and associated professional development training.	Moderate \$80,000
Director of Technology, Teacher Technology Coordinators, Data Team, Selected Staff	Planning stage to coordinate data transfers to establish student, rosters, class, and staff accounts.	minimal
Director of Technology, Assistant Superintendent, Director of Secondary, Teacher Technology Coordinators, Committee Members	Create an LMS training schedule and resources for staff, students, community, and staff.	no cost
Director of Technology, Assistant Superintendent, Director of Secondary, Teacher Technology Coordinators, Committee Members, Assistant Principals, HS Principals	Strategic Workshop for Admins - Workshop to build leaders' capacity and to develop a change strategy for their buildings and teachers.	minimal
Director of Technology, Assistant Superintendent, Director of Secondary, Teacher Technology Coordinators, Committee Members	Provide initial training for staff to share the LMS portal, associated training, and capabilities of the software	no cost
Director of Technology, Assistant Superintendent, Director of Secondary, Teacher Technology Coordinators, Committee Members	Deep dive skill-based PD - dashboard, upload of files, assignments, grading, assessments, scheduling of tasks, communication, discussions, admin oversight, etc.	no cost
Director of Technology, Assistant Superintendent, Director of Secondary, Teacher Technology Coordinators, Committee Members, Assistant Principals, HS Principals	Launch and monitor the LMS to the high schools. Monitor its usage and effectiveness. The process is ongoing throughout the school year.	no cost
Director of Technology, Director of Secondary, Teacher Technology Coordinators, Committee Members, Assistant Principals	Department check-in - Meet with department Assistant Principals to review specific department needs associated with LMS.	no cost

GOAL 3: Youth Mental Health Support

Narrative: A recent study by the National Council for Mental Wellbeing reported that 1 in 5 teens in the United States will experience a mental health challenge by the time they reach the age of 18. In the Wayne Township Public Schools, mental health concerns continue to be on the rise. As statewide leaders in recognizing youth mental health issues, the Wayne Township Public Schools created unique support for students and families where mental health services are delivered directly to students during school and after hours. There is an increased need to educate staff and students about mental health challenges and provide strategies to assist a teen who may be in crisis.

Rationale: Recognizing a variety of recent alarming statistics about teen suicide, feelings of hopelessness, school violence, and a variety of other issues, the District must continue to make advances with addressing mental health issues. While the pandemic may be behind us, the impact remains evident and the sharp spike in mental health issues is one noticeable effect.

The goal: To continue to find ways to provide counseling and training to ensure student wellness and support while recognizing the loss of federal COVID relief funds. As a large part of this goal, 150 staff members will be offered Youth Mental Health First Aid training. Staff will learn the skills they need to assist a student experiencing a mental health challenge. Students will be provided strategies to assist a peer who may be experiencing a mental health challenge and how to encourage their friends to reach out to a trusted adult.

DISTRICT GOAL 3: Youth Mental Health Support

STAFF RESPONSIBLE	SUPPORTING ACTIVITY (TIMELINE)	FINANCIAL IMPLICATIONS
Superintendent, Business Administrator	Continue contract with Tri-County Health to allow students to receive mental health services during the school day and after hours.	Significant- Approximately \$400,000 depending on the number of clinicians hired
Superintendent, Assistant Superintendent, Administrative Staff, Selected Staff and Students	The District will commit to offering Youth Mental Health First Aid training to 150 staff . (August - April 2024)	minimal
Superintendent, Assistant Superintendent, Directors	Training to students will be provided to show the negative impacts of social media on mental health and how excessive use has been associated with increased anxiety, depression, and social isolation. (Fall and Winter)	minimal to no cost
Superintendent, Assistant Superintendent, Communications Manager, Selected Staff	Wellness Weekends with an emphasis on digital minimalism and reduced screen time.	none
High School Principals and Assistant Principals, School Counselors	Provide high schools students training in teen mental health first aid.	roughly \$15,000

GOAL 4: Special Education and MTSS (Year 2)

Narrative: The District continues to experience a growing number of students eligible for special education services and general education with needs at all levels. In addition, the special needs population continues to trend in a direction where additional supports and services are required to properly support students.

Rationale: The first year of this goal included a plan to partner with an external consultant to write a Comprehensive Needs Assessment (CNA) which was completed and shared with the community in March of 2023. This assessment, written by Stages Learning, included seven priorities. The finished product included a number of recommendations that will serve as a foundation for creating a multi-year plan for expanding and refining its increasingly taxed special education programs, staff, and referrals. Now, it's time to act on the recommendation from Stages Learning and our Year 1 MTSS data to conduct additional program evaluation.

The goal: To evaluate our inclusive programs for students in grades 1 through 12 and make recommendations to enhance opportunities to help students meet their learning goals in the least restrictive environment. Recommendations will also be made to build capacity with general education teachers, support staff and offer a para-to-teacher program.

DISTRICT GOAL 4: Special Education and MTSS

STAFF RESPONSIBLE	SUPPORTING ACTIVITY (TIMELINE)	FINANCIAL IMPLICATIONS
Director of Students Support Services, Assistant Director of Student Support Service, District Consultant	Identification criteria to determine placement in the District's specialized program. Matrices will be developed. (Summer/Fall 2023)	\$5000
Director of Student Support Services, Assistant Director of Student Support Services, Principals and Assistant Principals, District Consultants	Provide guidance on instructional strategies for all classroom teachers and support staff to utilize to ensure all students are accessing the curriculum and instructional time is maximized. (Fall/Winter 2023-2024)	Minimal
District Consultants, Director of Student Support Services, Assistant Director of Student Support Services, Principals and Assistant Principals	Visits to inclusive programs and team meetings to make observations and recommendations for program enhancements to optimize student outcomes towards meeting their learning goals in the least restrictive environment. Fall 2023	Minimal
District Consultants, Director of Student Support Services, Assistant Directors, Principals and Assistant Principals	Meet with building administration during the inclusion program visits to share recommendations for identified areas of growth and make recommendations with strategies to maximize student growth and learning in the least restrictive environment. (Fall/Winter 2023-2024)	Approximately \$10,000

GOAL 5: Profile of a Graduate

Narrative: A graduate profile is a comprehensive document that a school or district uses to specify the cognitive, personal, and interpersonal competencies that students should have when they graduate. A graduate profile includes specific information regarding teaching and learning priorities as well as student academic and social competencies. Graduate profiles are developed in the school community and in partnership with stakeholders.

Rationale: Graduate profiles serve a variety of positive purposes and allow school systems to envision a brighter future for all students while focusing on the process needed to move students ahead.

The goal: To develop a graduate profile for our students first at the high school level, and at transitional grade levels in the future.

DISTRICT GOAL 5: Profile of a Graduate

STAFF RESPONSIBLE	SUPPORTING ACTIVITY (TIMELINE)	FINANCIAL IMPLICATIONS
Superintendent, Assistant Superintendent, School Communications Firm	District administrators will be given an introduction to the profile of a graduate and examples of the many ways progressive school districts have identified the core competencies and key characteristics they identified for students as they approach various benchmarks in their Pre K - 12 education.(Summer, Fall 2023)	Minimal cost
Superintendent, Assistant Superintendent, Directors, Principals and Assistant Principals, Stakeholders including Instructional Staff, Non-Instructional Staff, Parents, and Students	A District committee will be formed with representatives from various stakeholder groups and a meeting schedule will be set. The mission of the committee is to set a clear vision for what the Wayne Schools Community hopes all students will possess and be able to demonstrate upon graduating from elementary, middle and high school. (Fall, Winter)	Minimal (staff coverage costs)
Assistant Superintendent, Directors, Principals, Assistant Principals, Teachers	Profile Projects will be developed to teach and assess that students have developed the core competencies fostered in the Profile of a Graduate for students in grades 5, 8 and 12.	Program development costs/Teacher coverage costs (Spring/Summer 2024)
Superintendent, Assistant Superintendent, Directors, District Communications Firm	Develop a logo that includes the most important work from the committee and represents that District's brand and strategy for reinforcing the core competencies and key characteristics that the students in Wayne Township Public Schools embody.	Spring 2024

GOAL 6: Bullying Prevention and Education Program

Narrative: New Jersey has been a leader in the establishment of a strong statutory, regulatory policy and program framework to support the prevention, remediation and reporting of HIB in schools. Since 2011, when the [Anti-Bullying Bill of Rights \(ABR\)](#) was first authorized in 2011, the Wayne Township Public Schools have worked to meet and/or exceed the requirements of the legislation, and we have developed a model program supported by highly qualified and experienced employees.

Rationale: Since the pandemic, schools across the country have reported a sharp increase in conflict and bullying cases and Wayne is not an exception to this trend. A sharp increase in reported HIB cases combined with a no-discretion approach to investigating led to a historic number of reported and founded cases of HIB during the 2022-2023 school year.

The goal: To develop and implement a comprehensive plan to reduce the 2023-2024 school year reported cases of bullying by at least 10% when compared to 2022-2023 through parent, student, and staff educational programs which will be developed based on an analysis of the current and past HIB statistics.

DISTRICT GOAL 6: Bullying Prevention and Education Program

STAFF RESPONSIBLE	SUPPORTING ACTIVITY (TIMELINE)	FINANCIAL IMPLICATIONS
Superintendent, Assistant Superintendent, Selected District, and School HIB Staff	Evaluate our current HIB programs and coordinate messaging and themes from existing programs at each of our schools. Review cases from the 2022-2023 school year and work to understand trends and root causes. Share results with BOE and the community (Summer 2023).	Minimal cost
Superintendent, Assistant Superintendent, Director of Human Resources, Board of Education, WEA	Create opportunities for additional staff to receive training and stipends for HIB-related work at the elementary and secondary levels Summer/Fall 2023).	Moderate including possible increased stipends
Superintendent, Assistant Superintendent, Principals, Assistant Principals, HIB Staff	Develop forms/identify software that standardizes the district process/response to HIB reports (Summer 2023)	Minimal to Moderate depending on software choices.
Superintendent, Assistant Superintendent, Selected Administrators, and Stakeholders, including HIB Staff, Board Members, WEA, Instructional Staff, Non-Instructional Staff, Parents, Students, and Public Relations Consultant	A District committee will be formed with representatives from various stakeholder groups to discuss the results of the evaluation (above) and to develop a comprehensive plan that includes parent, student, and staff programs along with opportune times to implement those programs. e.g., back-to-school night, district and school publications, social media, transitional grade events, the start of the school day, and PD days (Summer 2023).	Moderate (summer work for staff)
District and School Administrators	Students, staff, and parents will be offered an opportunity to complete a school climate survey which will be used to evaluate needs further and then establish student-led anti-bullying groups at each school (Fall 2023).	Minimal to Moderate, depending on the method selected for collecting information.
Superintendent, Assistant Superintendent, Selected Administrators, Stakeholders including HIB Staff, Board Members, WEA, Instructional Staff, Non-Instructional Staff, Parents, Students, and Public Relations Consultant	Reconvene the stakeholder committee to evaluate progress toward the goal and make recommendations for any adjustments (Winter and Spring 2024). Report results to BOE and community (Spring 2024).	Minimal

Additional Projects

1. Working to develop a high school pathway allowing students to earn an Associate's Degree while in high school
2. Updating our website and the WTPS app to include more features and functionality
3. Resolving historic restroom problems at three elementary schools (RC, APT and Fallon)
4. Rebuild Data Center-Faster network, easier to maintain, and with increased security
5. Implementation of required threat assessment teams
6. Expansion of online and in-person professional development training for all relevant staff to meet the diverse needs of all students
7. Contract negotiations
8. A.I. Best Practices