



STRATEGIC PLANNING

September 25th, 2025

Academic/Educational Lower Program Highlights



English Language Arts

- K-3: Three designated period of ELA (reading, writing, word study)
- K-3 Word Study Curricular Resource
 - Phonics First
 - Heggarty (K-1)
- PD: Two year contracted with literacy coach to develop reading/writing units

Science

- K-4: NVCC revised units
- PD: Grade Level science leaders receive/turnkey training from NVCC

Academic/Educational Lower Program Highlights



Math

- K-4: Two designated periods of Math instruction (whole group, differentiated small group instruction)
- K-4: Curricular Resource, Big Ideas
- PD: Math DeMystified in house training for teachers; Grade Level math leaders receive/turnkey training from NVCC

World Language Expansion

- PK-4 students receive Korean and Spanish instruction yearly

Lower Program: Expanded Character Development Programming



- School counselors to provide in-class Social Emotional Learning
- Addition of Caught Being Kind Program with Book Vending Machine
- Regal Eagle 4th Grade leadership program
- Eagle Eye Mystery Student (K-3) promoting good character and leadership

Academic Supports via Multi-Tiered Systems of Support (MTSS)



Link it Intervention Manager

- Houses data-driven student specific plans based on SMART goals
- Progress Monitoring analytics
- Multi-Tiered Systems of Support: Refined Multi-Tiered System of Support Processes
- PD: Trained staff on platform and processes

Assessment Practices:

- Link it Benchmarks in ELA and Math (2-8)
- Universal Screening Tool, iReady (K-8)
- PD: Trained staff in Link-it benchmark data analysis

Academic Supports via Multi-Tiered Systems of Support (MTSS)



Talented and Gifted (TAG) Program

- K-3 all class enrichment opportunities (Tier 1)
- TAG teacher consult with classroom teacher for in class enrichment for identified students (Tier 2)
- Grades 3-8 pull out program (Tier 3) for identified students in need of enrichment support

Academic/Educational Program: Upper Program



- Advanced Math starting in 6th Grade.
- Algebra and Geometry for 8th graders meeting the criteria.
- Science lab-based inquiry and STEM integration
- Robotics, coding, and engineering design challenges
- Makerspace or Innovation Lab
- Project-based learning with real-world applications
- Double block (90 minutes) of Language Arts classes
- 7th Grade Financial Literacy Course

Academic/Educational Program: Upper Program



Upper Program Eagle Period

- Redesigned to focus on math support while still allowing students to address individual needs as needed.
- Math department collaborates and calibrates so that the lessons/activities provided during Eagle Period are aligned with their current learning objectives.

Social Emotional Learning (SEL)

- A.C.E. Program (Assertiveness, Courage, Empathy) in our Upper Program that teaches students to be upstanders, create positive interactions between staff and students and celebrate students that do the right thing.
- Upper Program Character Ambassador program with school counselors acting as the lead where students are afforded leadership opportunities.

Academic/Educational Program



Created PreSchool Disabled Program & Redesigned the Multiply Disabled Program

- (1) PreSchool Disabled (PSD) Classroom Program with specialized instruction (inclusive of ABA/discrete trial training as needed per student), feeding support (as needed per student) with inclusion opportunities into Integrated PreSchool Classroom for generalization of skills and peer modeling.
- (2) Sections of Multiple Disabilities Classes: Grades K-3 and Grades 4-8 with specialized instruction (inclusive of ABA/discrete trial training as needed per student) and inclusion opportunities into General Education Lunch/Recess and Specials.
- 2025- “Milestones in Motion” - Initiating Monthly Parent/Team Programming Meetings for PSD/MD students who receive ABA/Discrete Trial programming to discuss progress, challenges, etc.

Academic/Educational Program



Increased staff support with in specialized programming: BCBA + Social Worker

- Board Certified Behavior Analyst (BCBA) on site to provide behavioral/social support to students in need, provide social skills/life skills lessons to specialized program classrooms, provide parent training and support and support general education teachers in supporting student needs as they arise in MTSS plans.
- Social Worker to provide counseling, social-emotional learning/resources training, student support as needed

Academic/Educational Program



Enhanced Summer Programming

- Supports students in specialized programming to prevent regression of academic skills over the summer
- Extended School Year program for PSD/MD students, as well as integrated preschool students.

Increased Parent Communication

- Annual Review Notification Documents in accordance with the new New Jersey law, S3982 (P.L.2025, c. 107). All parents/guardians receive special education documentation at least 2 days prior to the scheduled meeting and are invited to provide feedback and participate collaboratively.

Special Education Parent Resources

- Information passed directly to parents regarding opportunities for students to participate in extracurricular activities with an emphasis on inclusion/students with disabilities.

Refined the curriculum for PSD and MD programs

- Drives targeted instruction

Academic/Educational Program



Performing Arts

- Band, choir, orchestra, and theater program.
- Bring back the recorder!
- Student performances and community showcase

Visual Arts

- Art studio courses, digital art experiences (Network News and incorporated in lessons).
- Public exhibitions and cross-curricular art integration

World Languages

- Introduction to Spanish and Korean
- Cultural exploration program

Community & Real-World Connections



Service-Learning Projects

- 8th grade community service requirement aligned with our character program and portrait of a graduate.
- Student-driven civic engagement projects (food drive, fundraisers, etc.)

Partnerships

- PTO/KPSC
- Through Career Based Instruction (CBI) We collaborate with local businesses, or nonprofits.
- Career Day and Wellness Day.
- Internship-style exploratory opportunities

Technology



- Expanded usage to 1:1 device for all students in grades 1-8
- New laptops for all teachers
- New 3D printers for STEM classroom
- New camera equipment for Norwood Network News program
- Infrastructure core backbone upgraded in 2025.
- (faster internet speeds for all devices and better reliability)
- Replaced interactive boards in grades 5-8

Human Resources: Recruitment & Hiring



- New teacher induction.
- New teacher orientation (NVCC and local)
- New teacher onboarding.
- Committee hiring.
- Exit Interviews
- Feedback committees

Human Resources: Staff Training and Support



- Professional Development for Staff (onsite)
- MTSS training
- Math pedagogy training
- Faculty/Staff and Paraprofessional Advisory Committees
- NEA Liaison Meetings
- Teacher Appreciation events

Finances: Enrollment & Aid



- District Enrollment History & State Aid
- 2024-2025 - 613 - \$847,366
- 2025-2026 - *652 - \$894,178
 - *enrollment 25-26 is an estimate

Finance: Budget



2025-2026 Budget: \$14,540,647

- General Education \$3,515,386
 - Special Education \$2,204,217
 - Support Services \$1,315,494
 - Employee Benefits \$2,483,490
 - Out of District Tuition \$2,187,871
- Administration \$805,306
Business \$292,150
Facilities \$1,144,047
Transportation \$577,186
Payment of Debt: \$365,650

Finance: Shared Services & Savings



- NV Professional Development & Region III Consortium
- Transportation (Region III Consortium)
- Security (Memorandum of Agreement Norwood Police Department)
- Ed Data Supply Services (Purchasing Group)
- Alliance For Competitive Energy Services (ACES)
- Insurance (NESBIG)

Facilities



Since 2019:

- Many indoor and outdoor upgrade improvements.
 - Pre-K and Kindergarten Playground
 - Roof Replacements
 - Electrical updates
 - Sidewalk patio and paving
 - Updates in flooring
 - AC updates
 - Update in Gym sound system
 - LED message sign
- We are currently pursuing a referendum.

School/Community Relations



- PTO/KPSC
- Staff presence at PTO Carnival
- BTSN survey & Strategic Planning Process
- Seasonal Superintendent Newsletter
- Monthly Principal Newsletter
- Weekly Memos/Updates for staff from principals
- Special Education Student Opportunities / Sports communicated by Supervisor of Special Services
- Career Day
- Veteran's Day, Black History Month, Holocaust Remembrance, Memorial Day

After-School Activities/Sports/Clubs



- Interscholastic Sports are available to students in grades 5-8
- -Various clubs available to students:
 - -Robotics -Spring Musical -Choir -Band -Gaming -Debate
 - -Model UN -National Junior Honor Society -Student Council
 - -Yearbook -Broadcasting -Art Club
- Athletics
 - -Volleyball, Girls and Boys -Soccer, co-ed -Cross Country -Baseball
 - -Softball -Basketball, Boys and Girls -Track

Enhancements Since Last Strategic Plan (2018-19)



- Enhanced character education programs
- Distinction between lower and upper programming to support developmental needs of students
- Student-centered learning experiences
- Exposure to critical thinking and problem solving opportunities
- Building a foundation for educational experiences and college readiness.
- Updates and upgrades to modernize facility and technology
- Enhancement of recruitment practices

Challenges of the District



- Budgetary Challenges will always exist. Health cost go up 30% in January.
- Creating special education programs there will be challenges with staffing the positions.
- Staff recruitment and retention.
- Leadership turnover.
- Maintaining smaller class sizes.
- Managing Change

Strengths of the District



- Students
- Faculty and Staff
- Special education continuum.
- Parent Community and parent organizations PTO/KPSC
- Change and growth
- Commitment, Integrity, Resilience, Vision
- Character education
- Clubs and extracurricular activities
- Enhanced safety practices and procedures and relationship with Police
- Stable and responsible budget
- NVCC Relationship