

**PALMYRA SCHOOL DISTRICT**  
**Targeted Goals for 2021-2022**

<b>Goal 1:</b> Ensure that all students succeed academically, that all students have equitable access to rigorous courses, that all students perceive our discipline system to be equitable, and that all students see themselves positively and proportionally represented in our teaching staff and in our curriculum.		
1.1 Promote an on-going anti-racist, culturally responsive approach to leadership and instruction by focusing on implicit bias and culturally responsive practices through PLCs, coaching cycles, and targeted professional development goals at all levels		
1.2 Constantly work to minimize/decrease achievement gaps for targeted subgroups by implementing additional interventions at various levels for students and supporting those interventions with coaching and support for teachers.		
1.3 Build upon gifted and advanced programming to more accurately reflect student demographics by researching equitable practices, updating the identification process, and seeking ways to expand and diversify opportunities for student participation		
1.4 Ensure equitable discipline practices by analyzing internal data, researching models for restorative practices, and developing an action plan for resolving any potential disproportionality.		
1.5 Strive for increased diversity among certified staff by developing a comprehensive plan for recruitment and retention.		Continuing with recruitment efforts; plan concept remains in development
1.6 Pursue increased educational equity in curriculum by researching curriculum equity evaluations, seeking out a qualified external expert to complete such an evaluation, and start the process of facilitating such an audit.		Vendor proposal secured; have not implemented yet

<b>Goal 2: Goal: Ensure that all students achieve academic success and exceptional growth.</b>		
2.1 Detail our district vision for what qualities and attributes support students success and growth by working in teacher teams to generate a comprehensive vision of the mindsets and skills needed to be world changers and crafting that into a thorough Student Success Profile for the Palmyra School District.		Working on a Student Success Profile
2.2 Begin the process towards universal full day Pre-Kindergarten expansion by identifying and coordinating the necessary funding, determining the setting/methodology for additional pre-k opportunities, and cementing the curriculum foundations for consistent expectation.		Will make application in July/August 2022 based on a 2 classroom model
2.3 Establish a long-term plan to increase the number of students reading on level over the course of five years by analyzing existing data, documenting baselines, charting manageable yearly progress targets, and developing strategies to support reading growth.		
2.4 Establish a long-term plan to increase student achievement on the Algebra 1 End of Course Test by analyzing prior year Algebra assessment scores to identify strengths and weaknesses within district scores as well as backwards map skill progression to target skills in prior years.		Continue to utilize PLCs and coaching to build towards goals/objectives
2.5 Create a long-term plan to exceed mSGP state expectations in Mathematics and ELA by examining prior SGPs, identifying best practices in successful classrooms, and building interventions and supports for future growth.		MSGP not available; awaiting Spring 2022 NJSLA test results (July/August)
2.6 Strive for continually increased graduation rates by examining reasons for drop out, identifying best practices for retention, and developing intervention strategies using peer mentoring.		
2.7 Work towards attaining science assessment scores at or above state average by examining test specifications to reflect test-like tasks in the curriculum, establishing annual progress targets, and targeted areas for improvement in specific content.		

<b>Goal 3: Effectively communicate with our parents and community-based partners, measured by implementing the following objectives:</b>		
3.1 Capitalize on local strengths to extend learning outside of the classroom and into the community by fostering connections and forging partnerships with organizations to support real-world learning.		
3.2 Strengthen our district communication process and practices by 1) streamlining information through a common app/tool, 2) coordinating integrated translations for district communications, and 3) establishing a team and system for ongoing feedback collection and reflection on the district communication plan.		
3.3 Research the existence of Community and Parent Involvement Specialists (CPIS), or Family Liaisons, within our county network to build a potential job description as well as identify funding sources that have been effectively utilized to support this role.		<ul style="list-style-type: none"> <li>• Hired social worker through grant funds.</li> <li>• Undetermined (due to budget) if we can build a larger program/ Community Family Liaison for 2022-2023 school year</li> </ul>

<b>Goal 4: Thoughtfully address post-pandemic student experience, measured by implementing the following objectives:</b>		
4.1 Capitalize on the relatively small size of our district by maintaining a student-teacher ratio that is 11:1 or better and working towards an improved student-counselor ratio through creative budgeting and planning.		
4.2 Formalize a comprehensive district system of SEL supports and programs customized to each building and grade range by establishing wellness teams responsible for evaluating existing programs and their effectiveness, collecting feedback for improvement from teachers and students, and using that feedback to improve for the future.		

<b>Goal 4/cont'd:</b> Thoughtfully address post-pandemic student experience, measured by implementing the following objectives:		
4.3 Develop and tailor our approach to restorative practices for the district and each building ranging from formal to informal approaches by creating a restorative practices committee who researches best practices in these areas, discusses which are most relevant and supportive of Palmyra's needs, and integrates them into a formal plan for future implementation.		
4.4 Initiate a school team to manage the Sustainable Jersey action "Inclusive Environments Where All Can Thrive" and work towards this action by inventorying existing resources and supports, conduct surveys to determine gaps regarding underserved students, invite select identified stakeholders to collaborate with the team and create a comprehensive plan for addressing identified gaps.		Sustainable Jersey: Green teams established; preliminary goals identified. Had to suspend further activity due to COVID (saturation of staff)
4.5 Institute School Wellness Councils for each of the three buildings (that should also collaborate district-wide) who meet regularly to collect data on physical and mental health, identify areas of concern, and propose /implement strategies to support positive mental and physical health in the buildings.		Wellness Team/Councils embedded in SBM. Focus primarily on SEL and transitioning from COVID-19 restrictions (adaptation)

<b>Goal 5:</b> Expand Community Service Opportunities and Student Pathways to College and Careers, measured by implementing the following objectives:		
5.1 Effectively begin the implementation of our Palmyra Early College High School and Career Pathways Program by enrolling students into the feeder courses for one of the existing pathways, which includes courses aligned with, RCBC and/or Stockton University, and seeking out partnerships for ongoing expansion of the program's resources and offerings.		
5.2 Capitalize on local strengths to extend learning outside of the classroom and into the community by fostering connections and forging partnerships with local businesses and/or trades, inviting those local vocational partners to participate in career fair events, and begin planning future internship opportunities together		Some limitations due to COVID as it relates to career fairs

<b>Goal 5/cont'd:</b> Expand Community Service Opportunities and Student Pathways to College and Careers, measured by implementing the following objectives:		
5.3 Begin planning a comprehensive district community service component into our existing curriculum by collaborating with local partners to identify local service opportunities as well as planning internally to integrate this service into our program.		Planning for 2022-2023 is under way. ECHS/CTE has created partnerships. Programs remain in development

<b>Goal 6:</b> Develop and implement a 5-year capital project plan to achieve Sustainable Jersey for Schools qualification for each facility, upgrading facilities and maximizing student achievement.		
6.1 Prepare for both population and programmatic expansion and sustainability by completing and reviewing a population study as well as planning to secure sufficient funding to support the necessary upgrades.		
6.2 Launch the process for achieving Sustainable Jersey for Schools Silver Certification by forming a green team, identifying 3 priority items and 8 categories for action to be taken.		<ul style="list-style-type: none"> <li>• Green Teams identified and embedded in SBM.</li> <li>• Preliminary identification of goals.</li> <li>• COVID impact/saturation of teams (time/availability)</li> <li>• Looking at summer expansion/streamlining for F22 submission</li> </ul>