

The Monmouth County Vocational School District

**Strategic Plan
2019-2024**

The Monmouth County Vocational School District

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The Strategic Planning Committee Members

Internal Coordinators

Dr. Lisa English

Assistant Principal of Curriculum & Instruction

Ms. Kelly Harmon

Director of Curriculum

Planning Committee Members

Ms. Maria Arnao

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Mr. Sean Meehan

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Mr. Earl Moore

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Mr. Paul Mucciarone

Principal, Academy of Allied Health & Science (AAHS)

Ms. Shelley Ortner

Teacher, CHS

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Director of Adult Education

Mr. Jaime Soto
Structured Learning Coordinator

Mr. Michael Sirianni
Principal, CEC

Mr. Anthony Villane
Principal, Shared-Time

Ms. Erin Wheeler
Teacher, CHS

Mr. Chris Widmer
Director of Technology

Context

Student Enrollment

- Full-time – 1,638
- Shared-time – 1,071
- Adult – 300

Full Time Programs

- Academy of Allied Health & Science, Neptune, NJ
- Academy of Law and Public Safety, Long Branch, NJ
- Biotechnology High School, Freehold, NJ
- Communications High School, Wall, NJ
- High Technology High School, Lincroft, NJ
- Marine Academy of Science & Technology, Sandy Hook, NJ

Shared Time Programs

- Advanced Manufacturing, Festo Didactic, Eatontown, NJ
- Allied Health, Middletown, NJ
- Automotive Technology, Hazlet & Middletown, NJ
- Career Exploration, Career Center, Freehold, NJ
- Carpentry, Hazlet, NJ
- Certified Nursing Assistant, Keyport, NJ
- Commercial Art, Aberdeen, NJ
- Cosmetology, Freehold, Hazlet, Keyport, Neptune
- Culinary, Asbury Park, NJ
- Dental Science, Hazlet, NJ
- Diesel Mechanics, Aberdeen
- Electricity, Middletown, NJ
- HVAC, Freehold, NJ
- Plumbing & Pipefitting, Freehold, NJ
- Marine Trades, Aberdeen, NJ

Alternative Programs

- CLASS Academy, Tinton Falls, NJ

Post Secondary Programs

- Culinary, Asbury Park, NJ
- Cosmetology & Licensed Practical Nursing, Neptune, NJ

Adult Education Offerings

- English as a Second Language
- Health Science
- Information Technology
- Financial Planning
- Transportation Technology

Overview

Our District Strategic Plan is comprised of the vision, mission, values, strategic directions and goals for Monmouth County Vocational Schools. Our Strategic Plan is a dynamic, active document that will guide decision-making at the school and district levels. The goals of the Strategic Plan are the focus and driving force of the District with all other plans, resources, programs and initiatives affecting the plan year supporting these goals. Input into the District Strategic Plan includes analysis of student, school and District performance and recommendations from District and school staff, focus groups, partners, stakeholders, and research. This District Strategic Plan is for all of us as it is designed to bring together the most important efforts that define our success. Our intent is that everyone in the district understands the Strategic Plan, finds their role in the plan and works to accomplish the goals of the plan in order to achieve our vision of 100% student success.

Purpose

The purpose of the strategic plan is to examine the district's mission and goals for improvement, as well as offer guidance and direction both at the district and building level, with a focus on promoting the futuristic growth and development of the organization.

A well-developed and detailed strategic plan will guide the alignment of district and school based professional development plans. Overarching district goals and themes will coincide with the mission established for all thematic, and career and technical education programs offered throughout the district. A cohesive strategic plan will also support the district-wide emphasis on examining and utilizing research-based best practices to drive instruction, and to facilitate efficient and effective district operations. In addition, it will provide a clear lens for the continuous process of raising the level of rigor and relevance in each classroom throughout the district. In essence, a well-crafted strategic plan, will guide the Monmouth County Vocational School District's quest to increase student achievement, to offer a variety of career pathways, and to cultivate a successful transition from school to career for a diverse population of learners.

Process

During the winter of 2018, the Monmouth County Vocational School District (MCVSD) began the strategic planning process. The beginning stages of the process included the review of several strategic plans previously adopted by comprehensive high school districts, and county vocational school districts from throughout New Jersey, as well as from other states throughout the nation.

As the MCVSD transitioned further into strategic planning and development, the assistant principal of curriculum and instruction facilitated the preliminary stages of the process under the direction of the superintendent and assistant superintendent. In collaboration we developed a web-based strategic planning survey. The strategic planning survey was approved by the chief school administrators and distributed to key stakeholders affiliated with the MCVSD. During the data collection period, the link for the MCVSD Strategic Planning Survey was posted on the district website to provide easy access for a fruitful collection of data, positive reflection, and constructive feedback.

After the data collection period ended in the spring of 2018, the assistant principal of curriculum and instruction mined the data and provided a summary of results to the superintendent, assistant superintendent, and other key administrative team members. The survey results fell into four areas: equity & opportunity, student growth & learning community, district growth and development, and community partnerships.

Throughout the fall of 2018, administrative planning and preparation sessions were organized and division team leaders were secured. Central office and building level administrators met throughout the summer and during the early fall of 2018 to discuss the data collection results, as well as to develop and fine tune district themes based on the

needs and suggestions offered by the MCVSD learning community. Communication and collaboration between district strategic planning team members, and division team leaders, was organized and facilitated by the assistant principal of curriculum and instruction, under the direction of the superintendent and assistant superintendent. Strategic planning work sessions for committee members and team division team leaders were organized in the late fall of 2018 via the use of a district bridge call system, the Google platform, and productive face-to-face, interactive work sessions. Thinking with the end in mind, the strategic planning team members and division leaders worked diligently during October and November of 2018 to craft goals aligned to the global themes, and in correlation with the district and division mission statements. Throughout the planning process, key stakeholders further considered the specific dynamics and learning styles needed to drive professional growth and lifelong learning opportunities for each administrator, faculty, staff, and student and community member.

After the strategic planning goal development process was completed for each division during the late fall of 2018, the assistant principal of curriculum and instruction under the direction of the superintendent and assistant superintendent, coordinated an evaluative steering committee comprised of key administrative leaders from the district. During the final stages of transitioning into the approval and implementation phases of strategic plan completion, the MCVSD Strategic Planning Steering Committee reviewed a series of document components, which were proposed for the final MCVSD Board of Education approval. During the review process the steering committee was able to refine, further expand, and efficiently and effectively plan for the district roll out

and communication action plan proposed for January of 2019. Intended for the overall betterment of all community stakeholders, the full implementation of the new strategic plan, the proposed division goals, planned activities for attainment, were finalized for official board approval in August of 2019.

Mission & Core Beliefs

Mission

The Monmouth County Vocational School District prepares students for an evolving workplace, lifelong learning and further education through specialized academics, career and technical programs and achievement of the New Jersey Student Learning Standards.

Core Beliefs

- All students have the ability to learn and the opportunity to succeed.
- Our district community has the highest standards and expectations for instruction.
- Our schools are unique and excel in providing extensive Career and Technical Education opportunities and experiences that prepare students for postsecondary success.
- It is important to respect and value diversity, creating an environment that is inclusive of all.
- Business partnerships, community involvement, and family support are essential to our high quality schools.
- All students are workforce ready upon graduation.

Four Core Areas

Community Partnerships
We will engage our school community and business partners to provide authentic learning opportunities for students.

District Growth & Development
We will expand opportunities for academic and career pathways through the design of innovative course offerings, structured learning experiences, and workplace readiness development.

Diversity, Equity & Opportunity
We will maximize opportunities and access and support students in their academic goals.

Student Growth & Learning
We will deliver curriculum and instruction that ensures the development and growth of individual student goals.

Implementation Roadmap

Community Partnerships
We will engage our school community and business partners to provide authentic learning opportunities for students.

The MCVSD is committed to forging and nurturing relationships that will help support the array of student needs and interests related to learning. Especially, as a vocational district, we believe community partnerships provide students with invaluable tools and experiences that provide a real world connection that reinforces classroom learning and prepares students for the world of work. We value the input of all community members including graduates who have a unique perspective needed for meaningful organizational reflection & growth.

Action Plan

Action Steps	Persons Responsible	Timeline	Evidence of Impact
Evaluate, implement and strengthen community partnerships that provide authentic learning experiences.	Building principals, SLE coordinators	2019-2024	Advisory Board agenda & meeting minutes
Build meaningful & purposeful connections with district alumni to expand current student exposure to career options and other post secondary choices.	Building principals, PSFA and teachers	2019-2024	Yearly alumni events, alumni participation in Advisory Boards
Continue to build partnerships with sending districts to keep enrollment.	Director of Student Services, Director of Curriculum, building principals	2019-2024	Info sessions out of district, open houses, increase in enrollment from under-represented districts
Identify gaps and continue to forge meaningful relationships with community organizations as well as local vocational districts.	Building principals, Assistant Principal of Curriculum, Director of Curriculum	2019-2024	Meeting minutes, CTE instructor involvement in Advisory Boards from neighboring vocational districts

District Growth & Development

We will expand opportunities for academic and career pathways through the design of innovative course offerings, structured learning experiences, and workplace readiness development.

The MCVSD is committed to forging and nurturing relationships that will help support the array of student needs and interests related to CTE learning. We believe it's imperative that we foster lifelong learning, provide a comprehensive education as well as a supportive environment. We cannot support these three threads without innovative course offerings and an array of workplace readiness experiences, such as: internships, mentorships, apprenticeships, and independent research opportunities. Providing a real world connection that reinforces classroom learning and prepares students for the world of work is imperative to our students' success. We value authentic experiences that include but are not limited to project based learning, performance based tasks and structured learning opportunities.

Action Plan

Action Steps	Persons Responsible	Timeline	Evidence of Impact
Continue to discuss plans to retain shared time students full time, and house all CTE programs on one campus.	Administration, BOE	2019-2024	PolyTech full time CTE high school
Consult with advisory board and review alumni survey data to develop course offerings.	Building principals	Ongoing	Advisory Board agenda & meeting minutes, course descriptions/offerings, alumni data, school profile
Evaluate, implement and strengthen community partnerships that provide authentic learning experiences.	Building principals, SLE coordinators	2019-2024	Advisory Board agenda & meeting minutes
Continue to build relationships with businesses as well as massage current relationships with major partners (CentraState, CommVault, Hackensack Meridian Health, Bell Labs, etc.)	Building principals, SLE coordinators, mentorship coordinators	Ongoing	SLE site list, SLE trainings

Expand opportunities for students to interact with community representatives.	Building principals, SLE coordinators, mentorship coordinators	Ongoing	Career Fairs, Career Days, field experiences, job shadowing
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Diversity, Equity & Opportunity

We will maximize opportunities and access and support students in their academic goals.

The MCVSD values the principles of equity and opportunity. We will maximize opportunities and access and support every student in achieving academic and career goals. We will design, develop and implement outreach programs targeting underserved populations in an effort to increase diversity among students and faculty while also developing a diverse and inclusive curriculum that reflects the wide range of voices, perspectives, and experiences of the students and families in our community and the world.

Action Plan

Action Steps	Persons Responsible	Timeline	Evidence of Impact
Design, develop and implement outreach programs targeting underserved populations in an effort to increase diversity among students and faculty.	Building principals, Director of Student Services	2019-2024	Partnerships with under-represented schools, differentiated info sessions
Ensure policies and procedures are consistent with our goals of diversity, equity and inclusion and that they do not act as barriers to success.	Building principals, Administrative Team, BOE	Ongoing	Equity policy, admittance policy, diversity professional development
Develop a diverse and inclusive curriculum that reflects the wide range of voices, perspectives, and experiences of the students and families in our community and the world.	Teachers, Director of Curriculum	Ongoing	LGBTQ pilot curriculum program, revamped reading list, PD sessions

Student Growth & Learning
We will deliver curriculum and instruction that ensures the development and growth of individual student goals.

The MCVSD is committed to developing programs and initiatives that advance student growth and learning, leading to preparedness for students' desired outcomes including readiness for college and career. Curriculum is developed collaboratively to ensure high expectations for all students. We believe that when we deliver a common standards based curriculum and incorporate varied and authentic student centered learning experiences and performance tasks, students will be able to engage in modern learning experiences and actively construct knowledge in order to advance their own knowledge.

Action Plan

Action Steps	Persons Responsible	Timeline	Evidence of Impact
Implement consistent curriculum, instruction, and assessments using the UbD framework.	Teachers, Director of Curriculum	Ongoing	Curriculum imported into Rubicon
Conduct an inventory of state and district standardized assessments in order to identify assessment/curricular needs, gaps, and overlaps.	Building principals, teachers, curriculum coaches, Director of Curriculum, Assistant Principal of Curriculum	2019-2024	Inventory of assessments
Integrate the strategic use of technology to improve professional collaboration and increase workflow efficiencies.	Building principals, teachers, Director of Curriculum, Director of Technology, Assistant Principal of Curriculum	Ongoing	Teacher observations, virtual PLC/curriculum meeting agendas and minutes
Develop a diverse and inclusive curriculum that reflects the wide range of voices, perspectives, and experiences of the students and families in our community and the world.	Teachers, curriculum coaches, Director of Curriculum	Ongoing	LGBTQ pilot curriculum program, revamped reading list, PD sessions

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