Caldwell–West Caldwell Strategic Plan Update: Year 5

June 8, 2026

2021-2026 Strategic Planning

What is a strategic plan?

A strategic plan is a roadmap that defines an organization's long-term vision, identifies its core goals, and outlines the specific steps and resources needed to achieve them.

A strategic plan is a bridge between where your organization is today and where it wants to be in 3 to 5 years. It aligns your entire team around a shared purpose and provides a framework for daily decision-making.

- **Strategic Plan drafted in 2020 with community, Board and staff input**
- **Annual strategic planning updates to staff, BOE and community**
- **Internal progress monitoring meetings with leaders from each goal of the Strategic Plan**
- **Alignment of teacher professional learning, building-based goals and 5-year Strategic Planning Goals**
- **Budget priorities aligned with Strategic Planning Goals**

Presentation Overview

- Summarize the activites
- Share progress towards meeting goals
- Share highlights that cross over the entire plan

Goal Areas:

Teaching & Learning

Student Wellness

Equity and Inclusion

Family Engagement

Technology

Elementary Reading

Differentiate to increase academic achievement for all students.

2021-2022

Foundation Setting

Provided professional development and coaching on guided reading; expanded reading academic intervention for students.

2022-2023

Expansion of Supports

K-2 teachers and Special Education staff trained in Phonics First; Expansion of SMART Summer Academy, expansion of book room - resources for small group instruction.

2023-2024

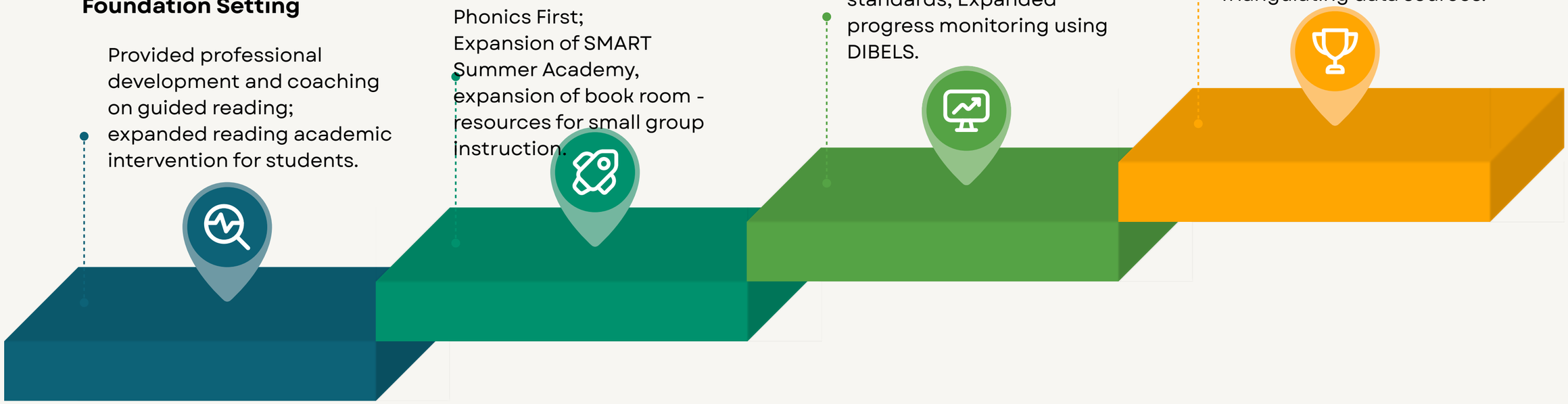
Targeted Revisions

Revision of reading curriculum to align with updated NJSLS ELA standards; Expanded progress monitoring using DIBELS.

2024-2025

Continuous Progress

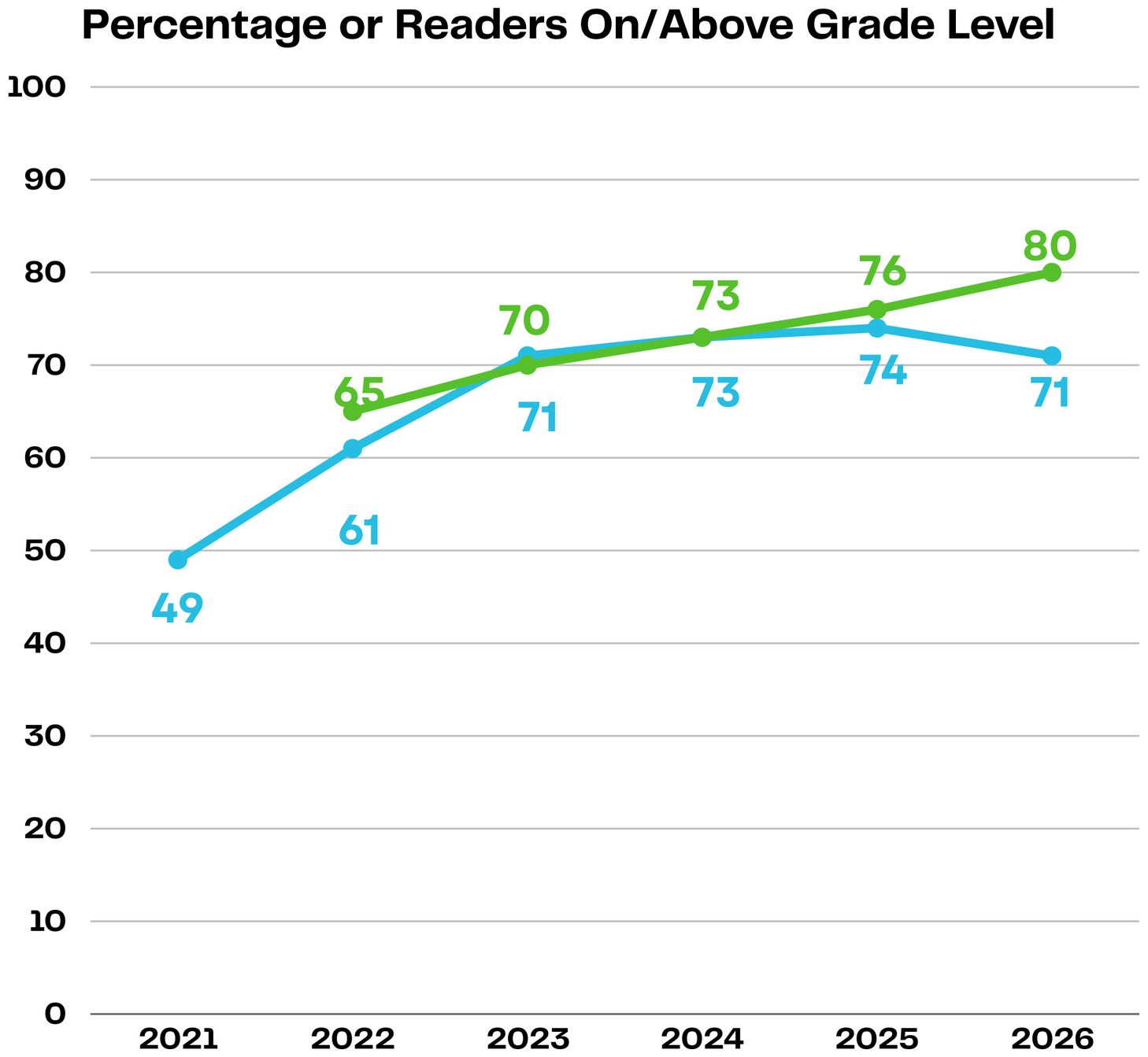
Expanded Rocket Readers to include Kindergarten; Offered targeted in-house professional development through an EdCamp mode; Triangulating data sources.



Teaching & Learning

Elementary: 80% of students in grades 1-6 will be on grade level in reading as measured by TC Running Records.





Driving Success: Highlights and Targeted Supports

Resources for Students & Families

- Classroom libraries & book rooms
- Elementary Reading Specialists (.5 FTE to 4 FTE)
- Rocket Readers Program
- Regular Progress Updates to Families



Supports for Staff

- Phonics First (K–2/SpEd)
- I&RS Process and Teams
- Elementary Teacher Leaders & Reading Specialists
- Job-embedded Professional Development

Curricular/Assessment Shifts

- Reading, Writing, Phonics
- Grade 5 –6 vertical articulation
- LinkIt! Navigator Reports & Data Warehouse
- Universal Literacy Screener – DIBELS

Secondary Academic Achievement

2021-2022

Foundation Setting

Teachers aligned assessments with state standards and implement benchmark testing (LinkIT)

2022-2023

Data Analysis

Reviewed scores to identify curricular gaps and instructional responses

2023-2024

Norming practice

Teacher visitation and co-planning to align instructional practices and test questions.

2024-2025

Targeted Support

Identifying specific students with demonstrated needs for extra in and out of class help.



Teaching & Learning

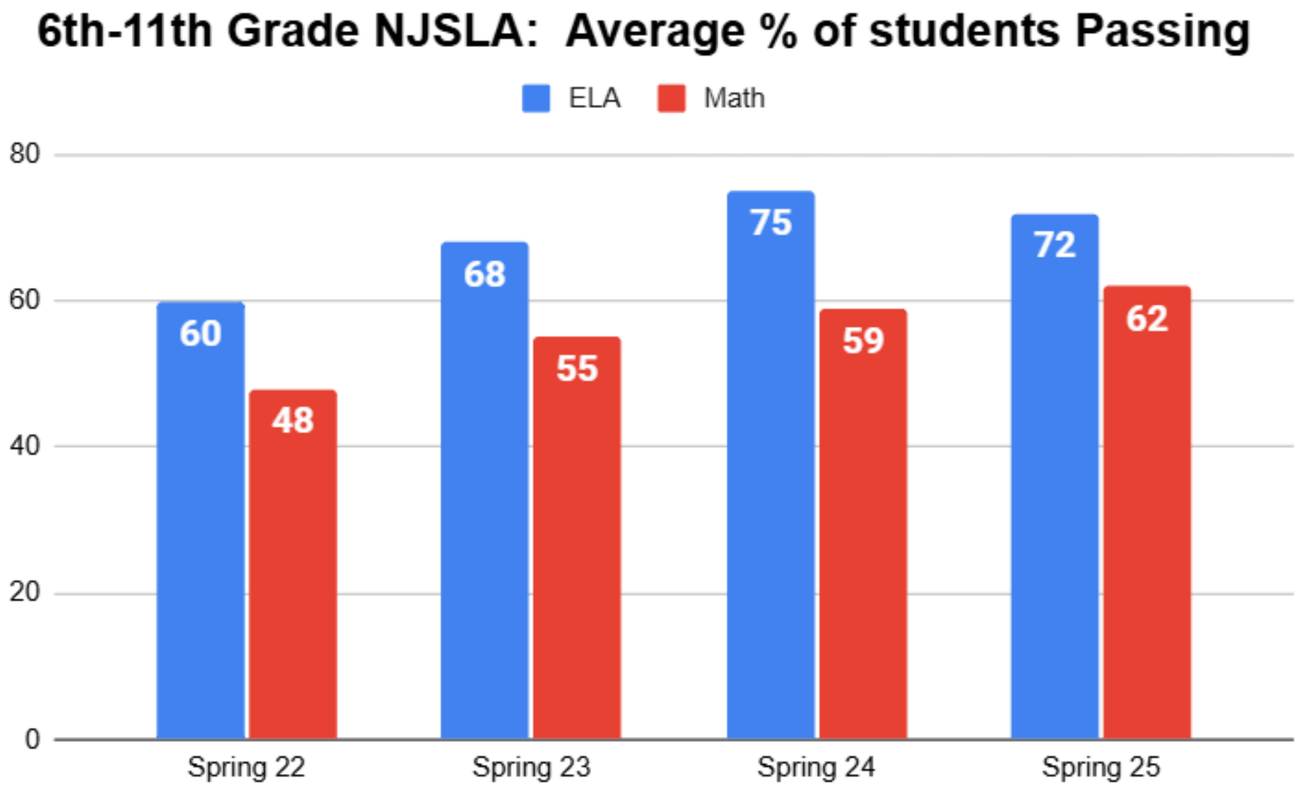
Secondary: The percentage of students scoring in the proficient range on standards-aligned assessments in targeted subject areas will have increased by 25 percentage points when compared to the baseline set in 2022

ALL TIME HIGHS SET IN SPRING 2025

- 6th grade ELA
- 6th grade Math
- 9th grade Geometry
- 11th grade Math

HIGHLIGHT

The average percent of students in all secondary grades that passed their NJSLA (or NJGPA) test increased in ELA (12%) and Math (14%). We expect Spring 26 scores later this fall



Driving Success: Highlights and Targeted Supports

Resources for Students & Families

- Extra help sessions for juniors
- Handheld and online calculators
- Frequent progress updates (LinkIt)

Supports for Staff

- Deep Dives on Data Analysis and State assessment questions
- PD on Writing strategies and Productive Struggle in Math
- Aleks, IXL & Delta Math (assessment tools)

Curricular/Assessment Shifts

- Intentional integration of state-aligned assessments in day to day lessons
- Updating and vertically aligning curricula to Atlas
- Planning tools for differentiation

Student Wellness

2021-2022

Data & Support

Created a student survey, aligned to district core values. Aligned parent communication, staff PD and student supports with identified needs

2022-2023

Student Engagement

Held more frequent counselor meetings; social-emotional lessons and increased involvement in extra curriculars.

2023-2024

Better Data

Updated survey questions to better identify the ways students can build their support systems.

2024-2025

Supporting Transitions

Focused on 6th and 9th grade classes to identify ways to help students feel better connected in their new school.



Student Wellness

By June of 2026, the number of students who agree with student survey statements related to social, emotional and physical health will increase by 5% from September of 2025.

HIGHLIGHTS

Spring 2024:

- 90% of JCHS students report feeling comfortable contacting their counselor
- 95% of GCMS students feel they can be successful in school.

Spring 2025:

- 92% of JCHS students understand how better sleep and nutrition can support their performance.
- 16% more 6th graders knew and felt supported by their counselor from fall to spring.

Spring 2026:

- 88% of 6th grade and 98% of 9th grade students feel connected to their school community through their involvement in activities

Driving Success: Highlights and Targeted Supports

Resources for Students & Families

- College & Career Counselor
- Elementary School Counselors
- Code of Conduct K-12
- GCMS Additional Counselor Position

Supports for Staff

- Supervisor of Student Services K-12
- Character Education Lessons/Programs

Curriculum/Assessment Shifts

- HIBSTER
- Behavioral Threat & Crisis Teams
- Guest speakers for students & families
- Health/PE Lessons K-12







Equity & Inclusion

2021-2022

PD & Student Inclusion

Staff training on culturally responsive pedagogy; expanding classroom libraries; reduced referrals for students with IEPs .

2022-2023

Long-Term Planning

Created our 3-year Comprehensive Equity Plan. All staff PD around language objectives to support English learners.

2023-2024

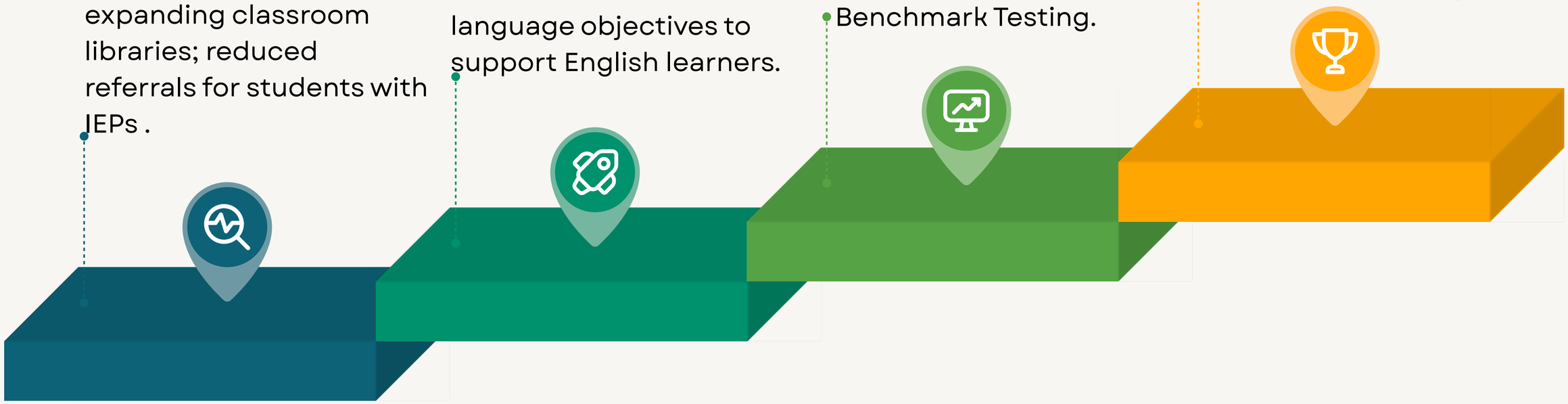
Achievement Goals

Identified multilingual learners as focus sub group and set goals for growth in ELA on LinkIt Benchmark Testing.

2024-2025

Language Acquisition

Increased targeted support and coaching for teachers of ML students and job-embedded coaching and professional development.



Equity & Inclusion

By June of 2026, performance of identified subgroups on standards-aligned assessments in targeted subject areas will have increased by 15 percentage points when compared to the baseline set in 2021-2022.



HIGHLIGHTS

ML students with bubble or better scores on LinkIT ELA increased from 4 % to 7% from 2023 to 2024

Increased the percentage of students exiting our ESL program to its highest number in the 24-25 school year

	Spring 22	Spring 23	Spring 24	Spring 25
Testers	79	91	98	103
exited	7	8	7	21
% exiting	8.9%	8.8%	7.1%	20.4%

Expanded family engaged opportunities through the creation of “family liaison” roles at each school.

We’ll have Spring 26 scores later this summer

Driving Success: Highlights and Targeted Supports

Reources for Students & Families

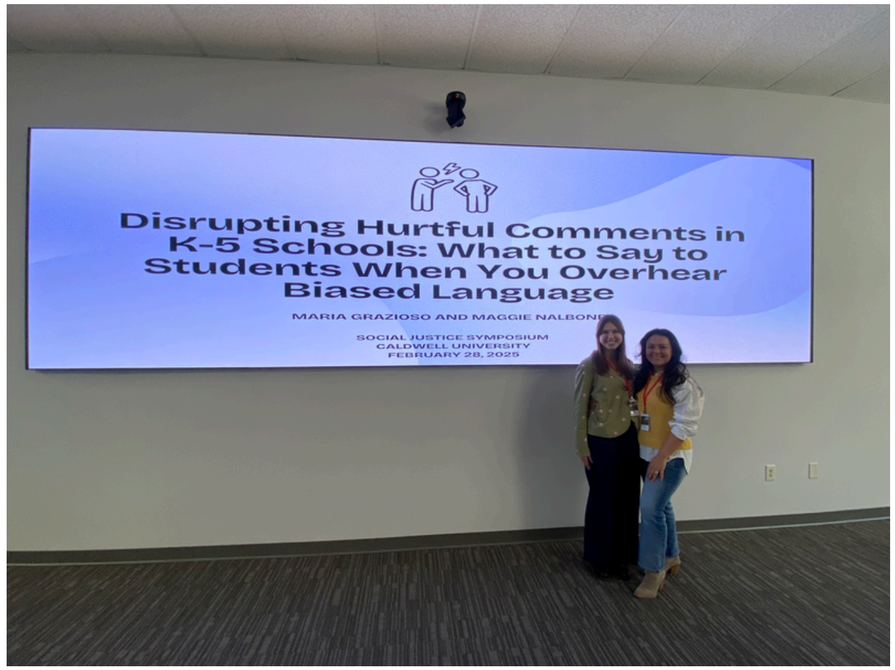
- Family engagement workshops for ML families
- Creation of Family Liaison role at each school
- Workshops for Families – Community Connections Events
- Lexikeet – Translation

Supports for Staff

- Professional Development Partners– YMCA, NJDCR, AAPI, MSUNER, Up the Bar
- “Stop–It, Don’t Ignore It!” Protocol for interrupting biased or hurtful comments
- Caldwell–University Social Justice Symposium: Students, Staff, Administrators
- Expansion of ESL Department (2.5 FTE to 5 FTE)

Curriculuar/Assessment Shifts

- LinkIt! Can Do Fingertip Reports
- Windows & Mirrors: Spotlight/Heritage Month Texts



Family Engagement

2021-2022

Communication SWOT

Reviewed stakeholder needs for communication and developed appropriate messaging supports.

2022-2023

More Programming

Families as Learning Partners, Community Connections, Newsletters and Spotlights/Heritage Month Texts.

2023-2024

Community Partners

Increased partnership with community stakeholders (universities, community and professional groups).

2024-2025

Expanding Opportunites

Expanded parent engagement workshops and guest speakers; Student led volunteer efforts, including Volunteen.



Family Engagement

By June of 2026, all graduating seniors will demonstrate an appreciation of local and/or global service, as evidenced by completion of a minimum of twenty hours of community service.



HIGHLIGHTS

Elementary service learning projects included Thanksgiving food drives and making Valentine's Day cards for residents at Crane's Mill.

Over 60 community members and organizations present at Make a Difference Day at GCMS sharing ways to contribute to our society.

The class of 2026 boasts 33 students who have completed 20 or more hours of service. The will be recognized in our commencement program.

Driving Success: Highlights and Targeted Supports

- Families as Learning Partners
- Community Connections Events & Guest Speakers
- ML Family events
- Principal & District Newsletters
- LinkIt! Parent Portal
- Translation tools to communicate with all families
- Social & Emotional Learning lessons in 9–12 Health classes and 6–8 advisory



Technology

2021-2022

Resource Invesment

Moved the district towards 1:1 initiative, increased promethean boards at each school, and iPads at elementary schools.

2022-2023

PD

Workshops on hardware, software and instructional strategies to use technology to increase student engagement.

2023-2024

Progress check

Technology lesson plans submitted and reviewed for feedback and to identify exemplars.

2024-2025

Expanded Learning

Exploring AI and its implications for use in the classroom.



Technology

By June of 2026, all students and teachers will have received, been trained in, and utilized technology to enhance and differentiate instruction as evidenced through classroom observations included in the 1:1 initiative across all aspects of teaching and learning.



HIGHLIGHTS

Teachers have a repository of lessons and lesson tools to draw from in their planning.

Students have seamlessly transitioned to using technology in new ways (i.e. podcasting at JCHS, creating presentations at GCMS and coding and robotics platforms at our elementary schools.)

Staff members continue to engage in and lead professional development as new tools to aid instruction enter our workspace.

Driving Success: Highlights and Targeted Supports

Supports for Students

- Digital Literacy lessons
- Updated Devices
- Promethean Boards

Supports for Staff

- PD on tools and hardware
- Exemplar lessons
- Expansion of site licenses



2026-2029 Strategic Planning Process

- **Spring 2026: Input from Key Stakeholders**
  - Community & Staff Survey
  - District Administrative Team
  - BOE Committees

- **Summer 2026: Finalize Goals**
  - Goal Areas: Teaching & Learning, Operations, Culture & Climate
  - Creation of Building Based Goals & Action Plans

- **Late Summer/Early Fall 2026: Community Presentation of 3-Year Strategic Plan**

Thank you!

Each year, we worked together towards ambitious goals, and we would like to thank and celebrate everyone who made our progress possible! Thank you to:

Our **staff** who work so hard behind the scenes and every day in school for our students.

Our **administrators** who have led these goals for the past five years by creating buiding-based strategic plans and encouraging staff and student success.

Our **board** who supports our work in committees, at meetings and through the alignment of resources and curriculum.

Our **families** who partner with us to help our students reach their greatest potential.

Our **students** who come to school ready learn, reflect and challenge themselves.