ONE VISION. ONE FUTURE. ONE MILLBURN.

MILLBURN TOWNSHIP PUBLIC SCHOOLS

YEAR ONE 2026–2027



STRATEGIC PLAN 2026–2031

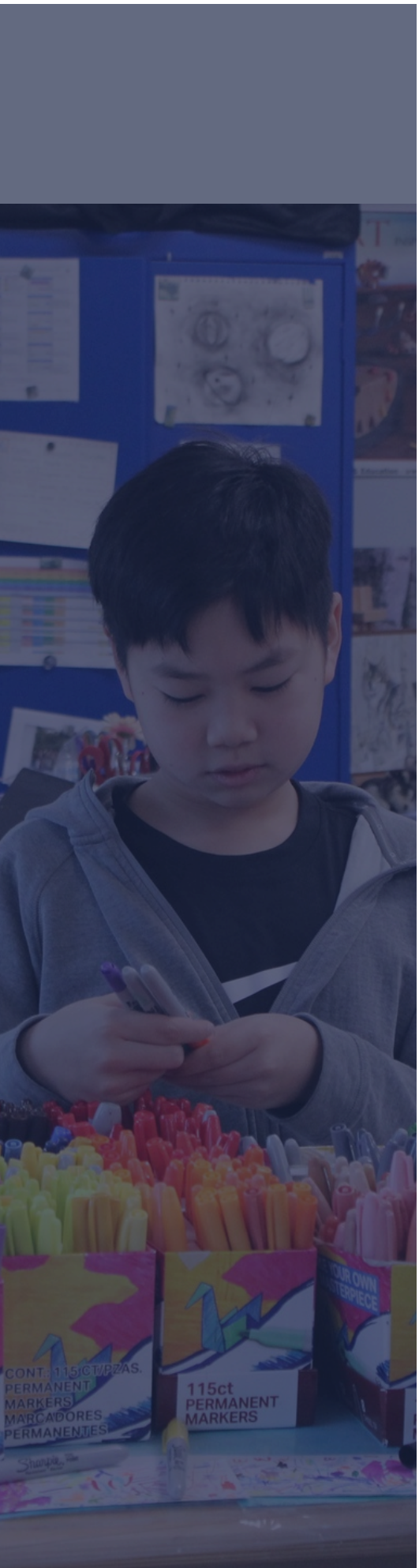


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DR. KATHRYN DISKIN
SUPERINTENDENT OF SCHOOLS

A MESSAGE FROM THE SUPERINTENDENT

HONORING EXCELLENCE BUILDING OUR FUTURE

Dear Millburn Community,

Millburn Township Public Schools has long been defined by a tradition of excellence, high expectations, exceptional educators and staff, and a community deeply committed to education. As we look to the future, our responsibility is not simply to preserve that excellence, but to build upon it with purpose.

Our Strategic Plan 2026–2031 represents that commitment. Shaped by the voices of students, families, staff, and community members, it reflects what our community values, where opportunities exist, and what we aspire to achieve together.

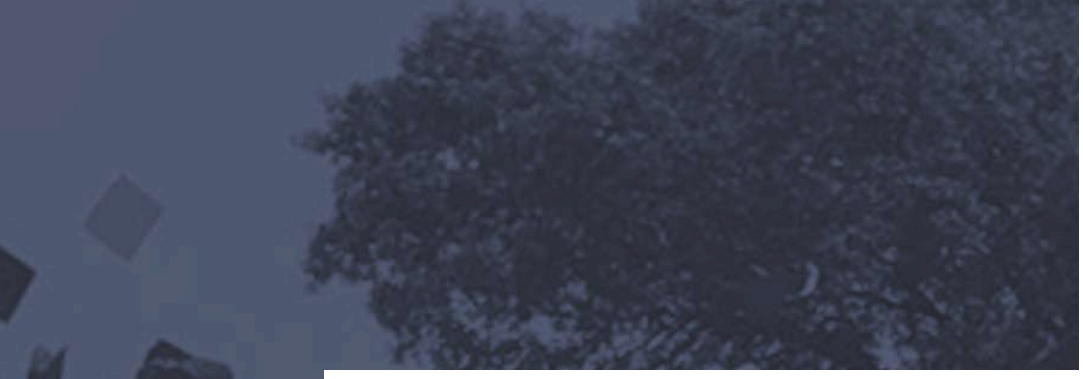
At its heart is a clear mission: to prepare resilient, capable learners who think critically, act compassionately, lead with integrity, aspire with purpose, communicate effectively, and evolve confidently.

Five strategic pillars will guide this work: Safety & Wellness, Teaching & Learning; Leadership, Governance & Organizational Effectiveness; Engagement; and Finance & Facilities. Together, they provide a framework for turning our shared vision into meaningful action.

This publication marks the beginning of implementation. During Year One, we will advance priority actions, strengthen systems and practices, establish meaningful measures, and use what we learn to continually improve.

Thank you to everyone who contributed a voice, perspective, or idea to this process. Together, we will build upon Millburn's tradition of excellence while preparing our students for the opportunities and challenges of an evolving world.

Dr. Kathryn Diskin



OUR COMMUNITY OUR FUTURE

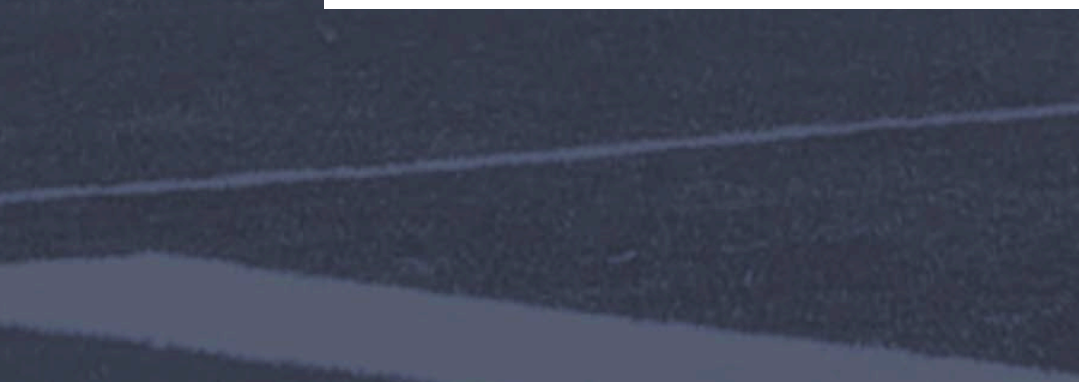
Millburn Township Public Schools embarks on this journey from a position of strength and a solid foundation of educational excellence.

The road ahead is paved with high expectations, dedicated leaders, exceptional educators and staff, engaged families, accomplished students, and a community deeply committed to our District.

Every accomplished school district must continuously strive for improvement. The knowledge, skills, relationships, experiences, and supports our students require to flourish will continuously evolve. We must always ask what our students, staff, and schools need next and provide it at the highest level.

As we move forward together, we must honor the successes that have long defined Millburn and improve upon our strong foundation of teaching and learning.

The Strategic Plan 2026–2031 is our roadmap grounded in community voice, district data, and collaborative planning. It establishes a shared vision for the future and five strategic priorities that will guide decisions, investments, and continuous improvement over the next five years.



HONORING OUR LEGACY OF EXCELLENCE WHILE SHAPING THE FUTURE

OUR STRATEGIC PLANNING JOURNEY

A strategic plan is more than a document.
It is a shared commitment to the future, shaped by the voices, experiences, and aspirations of the Millburn community.

LISTEN

STUDENTS • STAFF • FAMILIES • COMMUNITY • BOARD

Gather perspectives from across the Millburn community.

DISCOVER

STRENGTHS • CHALLENGES • OPPORTUNITIES • PRIORITIES

Examine community feedback, district data, current practices, and emerging needs.

DEFINE

MISSION • VISION • VALUES • STRATEGIC GOALS

Define the purpose, beliefs, direction, and priorities that will guide the District.

COMMIT

ACTION • ACCOUNTABILITY • CONTINUOUS IMPROVEMENT

Commit to a shared direction that guides decisions, priorities, and continuous improvement.

This four-part structure reflects the planning process presented to the Board.

SHARED BY OUR COMMUNITY

THOUSANDS OF VOICES HELPED SHAPE OUR DIRECTION

Students, staff, families, and community members shared their perspectives throughout the strategic planning process, helping identify the strengths we value, the opportunities before us, and the priorities that will guide Millburn Township Public Schools through 2031.

NEARLY 2,000



STUDENTS

MORE THAN 200



STAFF

BEYOND 400



PARENTS & COMMUNITY

WHAT WE HEARD

BUILDING ON OUR STRENGTHS ADVANCING OUR OPPORTUNITIES

The planning process affirmed many of the qualities that distinguish Millburn while identifying opportunities to further strengthen the student, staff, family, and community experience.



SAFETY & WELLNESS

Strong perceptions of physical safety provide an important foundation, with opportunities to strengthen belonging, meaningful relationships, recognition, emotional wellness, and shared expectations.



TEACHING & LEARNING

Academic excellence remains a defining strength, alongside opportunities to strengthen instructional coherence, professional development and collaboration, academic integrity and responsible technology use.



LEADERSHIP, GOVERNANCE & ORGANIZATIONAL EFFECTIVENESS

The community values clear policies and a shared purpose between the Board of Education, the Administration, School Leaders and Staff. Opportunities include strengthening communication, role clarity, transparency and visibility, professional growth, defined expectations, meaningful feedback, and aligned decision-making.



ENGAGEMENT

The District is a welcoming, inclusive school community where all students, staff and families feel a strong sense of belonging. Opportunities continue for concise and consistent communication, meaningful two-way engagement, guidelines for acknowledging achievements, and greater visibility into district priorities and progress.



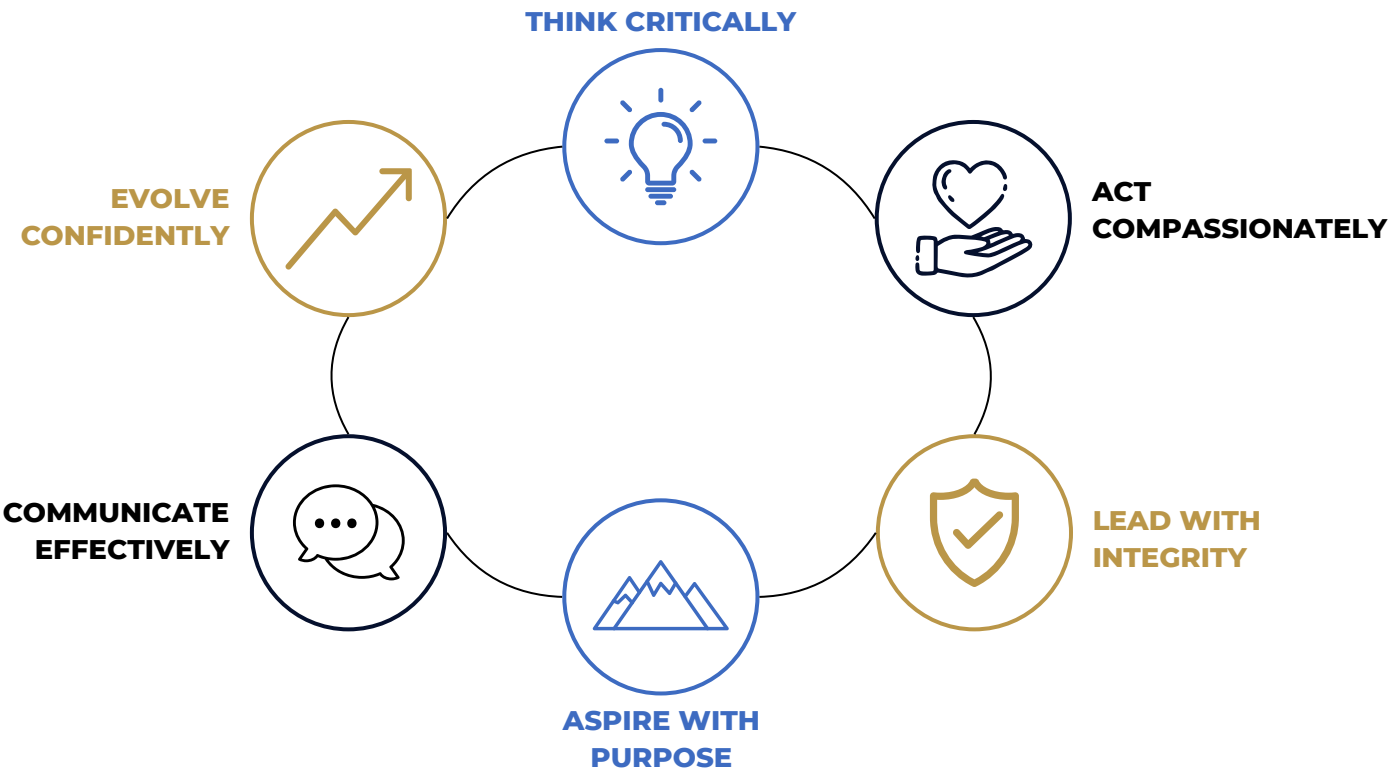
FINANCE & FACILITIES

Long-range planning requires continued attention to enrollment, staffing, district facilities, infrastructure, lifecycle needs, emergency preparedness, technology, sustainability, fiscal responsibility, and operational resilience.

OUR MISSION

The mission of Millburn Township Public Schools is to prepare resilient, capable learners who think critically, act compassionately, lead with integrity, aspire with purpose, communicate effectively, and evolve confidently.

The Mission defines our purpose.
Strategy gives it direction.
Action brings it to life.

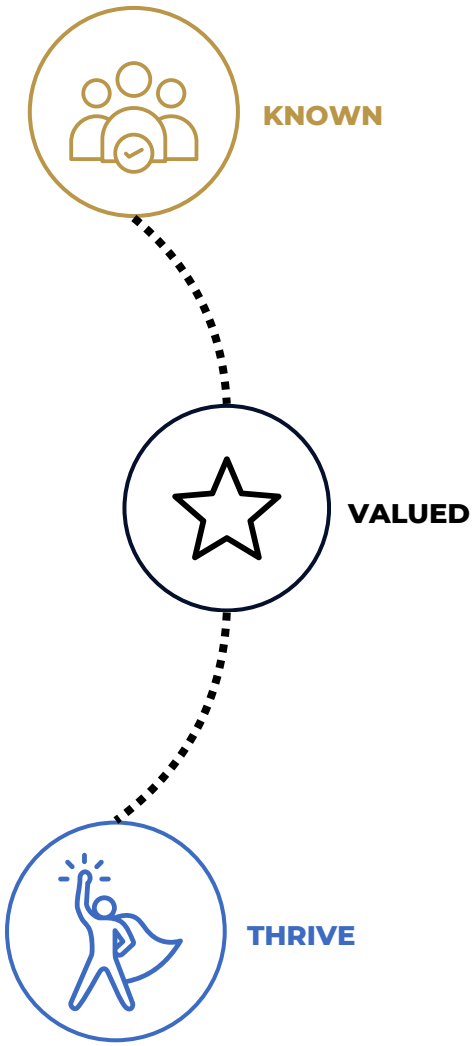




OUR VISION

Millburn Township Public Schools will be a connected, inclusive, and innovative learning community where every student is known, valued, and empowered to thrive. Through excellence in teaching and learning, a culture of belonging and wellness, collaborative leadership, engaged community partnerships, and responsible stewardship of resources, our schools will foster confident, compassionate, and capable learners prepared to make meaningful contributions to an evolving world.

The Vision inspires.
The Strategic Plan aligns.
Implementation transforms.





WHAT GUIDES OUR WORK

Our shared principles guide how we pursue our Mission, advance our Vision, and make decisions across the District.

01

SAFETY & WELLNESS

Safety • Belonging • Relationships • Wellness • Prevention • Shared Responsibility

02

TEACHING & LEARNING

High Expectations • Relationships • Engagement • Equity • Professional Growth • Purposeful Assessment • Responsible Technology

03

LEADERSHIP, GOVERNANCE & ORGANIZATIONAL EFFECTIVENESS

Shared Purpose • Voice • Collaboration • Communication • Consistency • Accountability • Continuous Improvement • Organizational Effectiveness

04

ENGAGEMENT

Belonging • Inclusion • Communication • Student Voice • Family Partnership • Community Connection • Shared Responsibility

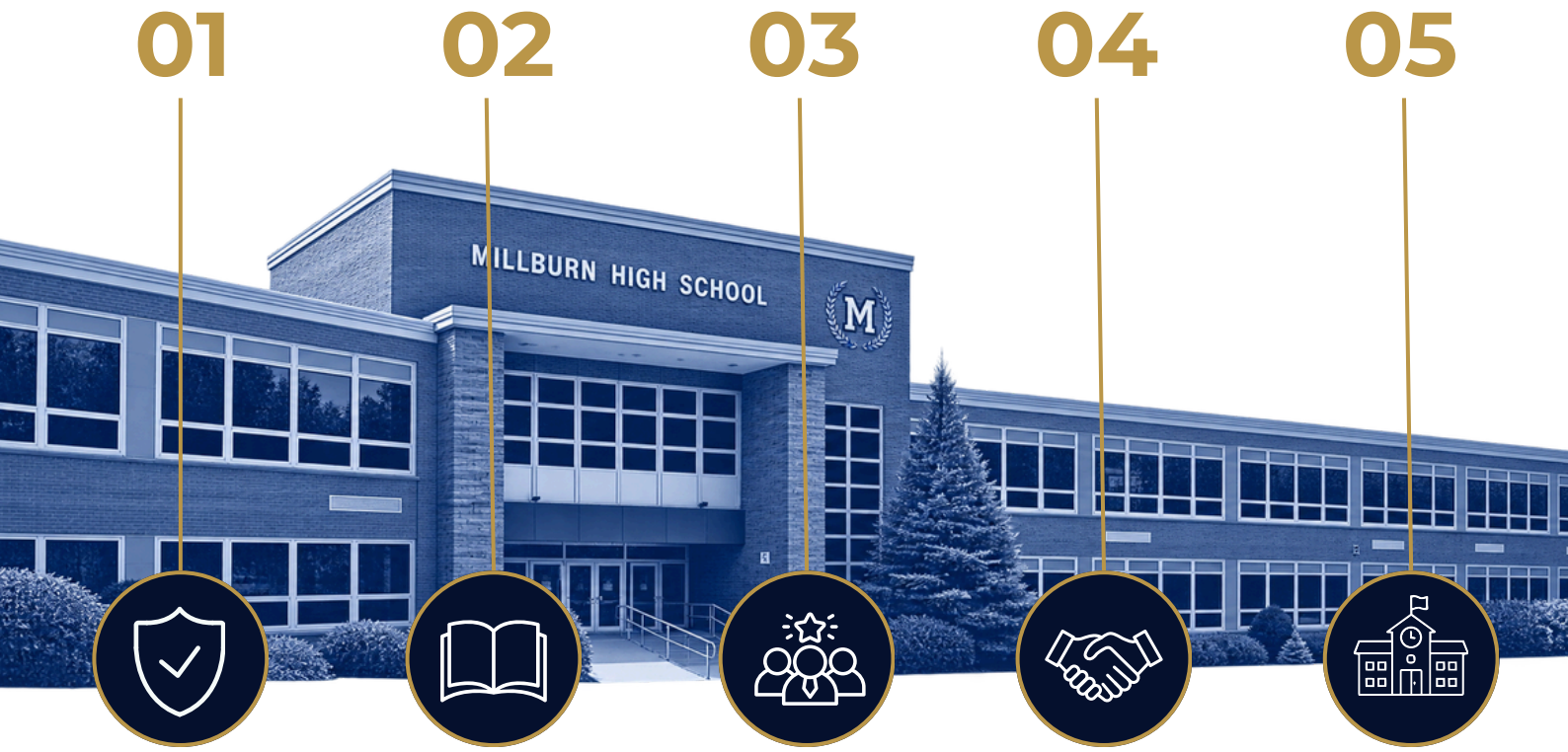
05

FINANCE & FACILITIES

Responsible Stewardship • Student-Centered Investment • Safe & Functional Facilities • Fiscal Sustainability • Transparency

FIVE STRATEGIC PILLARS

ONE SHARED VISION



Together, these five pillars bring Millburn's Mission and Vision to life through a focused framework for action and progress through 2031.

01 SAFETY & WELLNESS

OUR GOAL

Foster a districtwide culture in which every student and staff member feels safe, supported, connected, and empowered to thrive academically, socially, and emotionally.

WHY IT MATTERS

Students and staff perform best when they feel safe, supported, and connected. Meaningful relationships, physical and emotional safety, and a strong sense of belonging strengthen growth and learning, including helping students develop healthy, responsible, and ethical habits that increasingly shape learning and life.

OUR FIVE-YEAR DIRECTION

2026–2027 | ADVANCE	Strengthen understanding of district climate and advance targeted actions that support student and staff safety, belonging, connection, and wellness.
2027–2028 | STRENGTHEN	Strengthen targeted practices that foster positive climate, culture, relationships, and wellness across schools.
2028–2029 | DEEPEN	Deepen the impact of climate, culture, and wellness initiatives through evidence-informed improvement and community partnership.
2029–2030 | OPTIMIZE	Expand effective practices and strengthen alignment across schools to maximize student and staff well-being.
2030–2031 | EVOLVE	Embed effective, responsive systems that sustain belonging, acceptance, safety, and wellness while adapting to emerging needs.

YEAR ONE SUCCESS STATEMENT

By June 2027, the district will have established a comprehensive baseline assessment of climate and culture; identified and prioritized three to five evidence-based opportunities for growth; developed measurable Year One action plans; and completed a five-year Climate, Culture, Safety & Wellness Roadmap with defined milestones and measures of success.

STRATEGY

Use student, staff, and family feedback to identify priorities while advancing practices and shared expectations that strengthen safety, belonging, wellness, academic integrity, and responsible decision-making.

YEAR ONE KEY PERFORMANCE INDICATORS

CLIMATE & CULTURE REPORT

Administer and publish a District Climate & Culture Baseline Report that identifies three to five districtwide priorities for Year One implementation to strengthen climate, culture, safety, and wellness.

PREVENTION & INTERVENTION

Conduct an HIB analysis and prepare a report identifying specific opportunities to strengthen prevention, intervention, and school climate practices that identifies three to five districtwide priorities for Year One implementation to strengthen climate, culture, safety, and wellness.

STAFF BELONGING & RECOGNITION

Develop and implement a 2027–2031 Climate, Culture, Safety & Wellness Plan that includes annual objectives, measurable milestones, and a districtwide implementation calendar coordinating HIB prevention, wellness initiatives, professional learning, and constituent engagement across all schools.

02 TEACHING & LEARNING

OUR GOAL

Cultivate exceptional teaching and learning by providing every student with engaging, rigorous, and equitable educational experiences while supporting educators through collaboration, professional growth, and innovation.

WHY IT MATTERS

Sustaining Millburn's tradition of academic excellence requires rigorous and engaging learning, strong relationships, equitable opportunities, educator collaboration, thoughtful assessment, and continuous professional growth.
As technology in our world evolves, students need opportunities to think critically, evaluate information, use emerging tools responsibly, and apply their learning with purpose.

OUR FIVE-YEAR DIRECTION

2026–2027 | ADVANCE	Strengthen districtwide instructional coherence to support exceptional teaching and learning.
2027–2028 | STRENGTHEN	Strengthen educator capacity and consistent implementation of high-quality instructional practices across classrooms and schools.
2028–2029 | DEEPEN	Deepen the impact of aligned instructional practices, professional learning, and data-informed decision-making on student learning.
2029–2030 | OPTIMIZE	Expand student ownership, agency, and engagement as drivers of academic growth and meaningful learning.
2030–2031 | EVOLVE	Embed a responsive culture of instructional excellence, innovation, and continuous improvement.

YEAR ONE SUCCESS STATEMENT

By June 2027, the district will establish a coherent, districtwide instructional framework through professional development in high-quality teaching practices, by strengthening professional learning structures, and by aligning systems that support academic integrity and continuous instructional improvement.

STRATEGY

Align instructional practices, professional learning, collaboration, assessment, and future-ready learning while strengthening expectations for academic integrity, access to high-quality academic opportunities and responsible technology use.

YEAR ONE KEY PERFORMANCE INDICATORS

INSTRUCTIONAL COHERENCE

Revise the Millburn Instructional Mindset (MIM) with a focus on future-ready, best practices in assessment, grading, and academic integrity.

FUTURE READY LEARNING

Produce a Digital Wellness Framework for teaching and learning that establishes clear expectations for responsible student technology use, including artificial intelligence and digital citizenship.

STUDENT EXPERIENCE

Promote equitable access to high-quality academic opportunities across the Millburn Student Experience with strong systems, transitions, and practices.

PROFESSIONAL LEARNING

Update and align the districtwide Professional Development Plan to reflect opportunities for horizontal and vertical articulation, collaborative planning, curriculum alignment, and shared instructional practices through the implementation of Professional Learning Communities.

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03 LEADERSHIP, GOVERNANCE & ORGANIZATIONAL EFFECTIVENESS



OUR GOAL

Cultivate a professional culture and governance system that promotes continuous growth and aligned practices across the District, ensuring all students experience high-quality learning and achieve their full potential.

WHY IT MATTERS

Strong organizations create the conditions for strong schools. Clear roles, aligned leadership, meaningful feedback, transparent decision-making, professional growth, accountability, and consistent communication strengthen trust and help translate district priorities into meaningful experiences for students and staff.

OUR FIVE-YEAR DIRECTION

2026–2027 | ADVANCE	Strengthen organizational structures and shared practices to support aligned leadership, effective governance, professional growth, and transparent decision-making.
2027–2028 | STRENGTHEN	Strengthen leadership capacity, collaboration, communication, and consistency across district and school systems.
2028–2029 | DEEPEN	Deepen professional culture, shared accountability, and organizational effectiveness through evidence-informed improvement.
2029–2030 | OPTIMIZE	Optimize systems and decision-making to strengthen alignment, transparency, responsiveness, and shared ownership.
2030–2031 | EVOLVE	Embed a responsive culture of aligned leadership, effective governance, professional growth, and continuous districtwide improvement.

YEAR ONE SUCCESS STATEMENT

By June 2027, the district will establish and implement a shared Leadership Profile (supported by a Leadership Academy) and aligned systems for decision-making, feedback, communication, responsiveness, and leadership visibility to strengthen leadership alignment and continuous improvement.

STRATEGY

Advance organizational clarity, leadership alignment, professional capacity, communication, feedback, and accountability while creating transparent systems for monitoring district progress.

YEAR ONE KEY PERFORMANCE INDICATORS

PROFILE OF A LEADER

Complete and implement a shared Leadership Profile defining leadership competencies, behaviors, and expectations.

LEADERSHIP ACADEMY

Enhance our Leadership Academy with clear expectations for visibility, best practices, and communication to support continuous, consistent improvement across all schools and district departments.

FEEDBACK & VOICE

Establish a consistent Feedback System for collecting, responding to, and communicating community feedback.

ONE VISION. ONE FUTURE. ONE MILLBURN.

04 ENGAGEMENT

OUR GOAL

Cultivate a connected, inclusive, and engaged school community by strengthening communication, fostering meaningful partnerships with students, families, staff, and the community, and building a trusted district brand that promotes belonging, collaboration, and shared responsibility for student success.

WHY IT MATTERS

Trust grows when people are informed, heard, and able to see how their participation matters. Consistent, accessible communication, meaningful student and family voice, strong community partnerships, and transparency strengthen connection and shared responsibility.

OUR FIVE-YEAR DIRECTION

2026–2027 | ADVANCE	Strengthen districtwide communication and engagement through consistent practices, meaningful content, and measures that support continuous improvement.
2027–2028 | STRENGTHEN	Strengthen accessible, consistent, and responsive communication and expand meaningful opportunities for participation and partnership.
2028–2029 | DEEPEN	Deepen trust, connection, and engagement through evidence-informed communication strengthening community partnerships.
2029–2030 | OPTIMIZE	Optimize communication and engagement practices to increase accessibility, participation, responsiveness, and community connection.
2030–2031 | EVOLVE	Embed responsive communication and engagement practices that continue to evolve with community needs and expectations.

YEAR ONE SUCCESS STATEMENT

By June 2027, establish a comprehensive district communication and engagement framework by conducting a districtwide communication and engagement audit, developing communication standards and branding guidelines, assessing school-based family engagement practices, and creating baseline measures for community engagement and satisfaction.

STRATEGY

Use community feedback and a districtwide review of current practices to strengthen consistent, accessible, responsive, and measurable communication and engagement.

YEAR ONE KEY PERFORMANCE INDICATORS

PROGRESS DASHBOARD



Establish a Strategic Plan Website and Dashboard to monitor progress toward goals and communicate key performance indicators to the community.

COMMUNITY VOICE



Conduct a districtwide Communication Survey (staff, families, and community) to identify strengths and opportunities for improvement.

DISTRICTWIDE BRAND



Develop a district communication and visual Brand Guideline that establishes consistent standards used in communication across the district.

EXCEPTIONAL ACHIEVEMENTS



Develop Guidelines for Acknowledging Exceptional Achievements (for students and staff) resulting in consistent communications across schools and district departments.

ONE VISION. ONE FUTURE. ONE MILLBURN.

05 FINANCE & FACILITIES



OUR GOAL

Develop and implement a long-range financial and facilities plan that strategically addresses the District's facilities, educational, and staffing needs while ensuring fiscal responsibility and sustainability.

WHY IT MATTERS

Responsible stewardship means aligning resources and investments with educational priorities while planning for long-term sustainability. Enrollment, staffing, programming, facilities, infrastructure, technology, lifecycle needs, and operational risk are interconnected. Thoughtful long-range planning ensures that today's investments place the District in a position to respond responsibly to changing needs.

OUR FIVE-YEAR DIRECTION

2026–2027 | ADVANCE	Advance long-range financial and facilities planning that aligns resources and investments with educational priorities, student wellness, and long-term sustainability.
2027–2028 | STRENGTHEN	Strengthen data-informed resource allocation and long-range planning across financial, staffing, facilities, and operational priorities.
2028–2029 | DEEPEN	Deepen the connection between resource decisions, educational priorities, operational needs, and measurable outcomes.
2029–2030 | OPTIMIZE	Optimize investments and resource allocation to maximize impact, efficiency, resilience, and long-term value.
2030–2031 | EVOLVE	Embed responsive, sustainable financial and facilities planning that adapts to changing educational, operational, and community needs.

YEAR ONE SUCCESS STATEMENT

By June 2027, develop and implement a financial and facilities plan that strategically allocates resources to optimize the balance between academic excellence and student wellness.

STRATEGY

Strengthen the systems, data, and planning processes that support transparent, strategic, and sustainable stewardship of district resources.

YEAR ONE KEY PERFORMANCE INDICATORS

BUDGET & STRATEGIC ALIGNMENT

Establish the systems, procedures, and data infrastructure necessary to support the development of a comprehensive long-range Financial and Facilities Plan.

LONG-RANGE FINANCIAL OUTLOOK

Communicate our comprehensive Budget Development Process that defines decision-making protocols, annual timelines, and participant roles.

DASHBOARD EXPANSION

Expand the district Dashboard to include statistics on enrollment, staffing, budget, and facilities to support strategic planning.

LONG-RANGE PRIORITIES

Present recommendations for Long-Range Financial Priorities based on analysis of enrollment, staffing, and facilities trends.

OPERATIONAL RESILIENCE

Establish an Operational Resilience Plan that integrates cybersecurity, emergency preparedness, infrastructure reliability, and risk mitigation into long-range district planning.

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FIVE YEARS
ONE SHARED DIRECTION

Millburn's Strategic Plan provides a five-year direction while recognizing that meaningful improvement is continuous.
Each year builds on what the District learns, allowing priorities and actions to advance as evidence, experience, and community needs evolve.

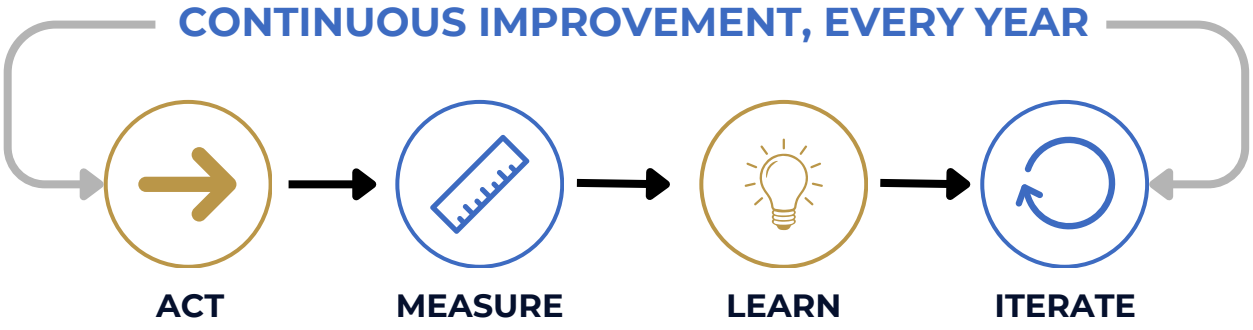
YEAR ONE
2026–2027 | ADVANCE
Move strategic priorities forward through focused annual commitments and meaningful action.

YEAR TWO
2027–2028 | STRENGTHEN
Build capacity, consistency, alignment, and effective implementation.

YEAR THREE
2028–2029 | DEEPEN
Use evidence and experience to deepen impact and address emerging needs.

YEAR FOUR
2029–2030 | OPTIMIZE
Increase effectiveness and expand practices demonstrating positive impact.

YEAR FIVE
2030–2031 | EVOLVE
Embed effective practices while continuing to adapt, innovate, and improve.



Throughout all five years, Millburn Township Public Schools will implement annual Action Items, monitor progress, engage our community, evaluate results, and adjust strategies based on evidence and evolving needs.

ONE VISION. ONE FUTURE. ONE MILLBURN.



FROM COMMITMENT TO IMPACT

FROM ACTION TO MEASURABLE PROGRESS

A strategic plan becomes meaningful when a community can see not only what a district intends to do, but whether that work is making a difference.

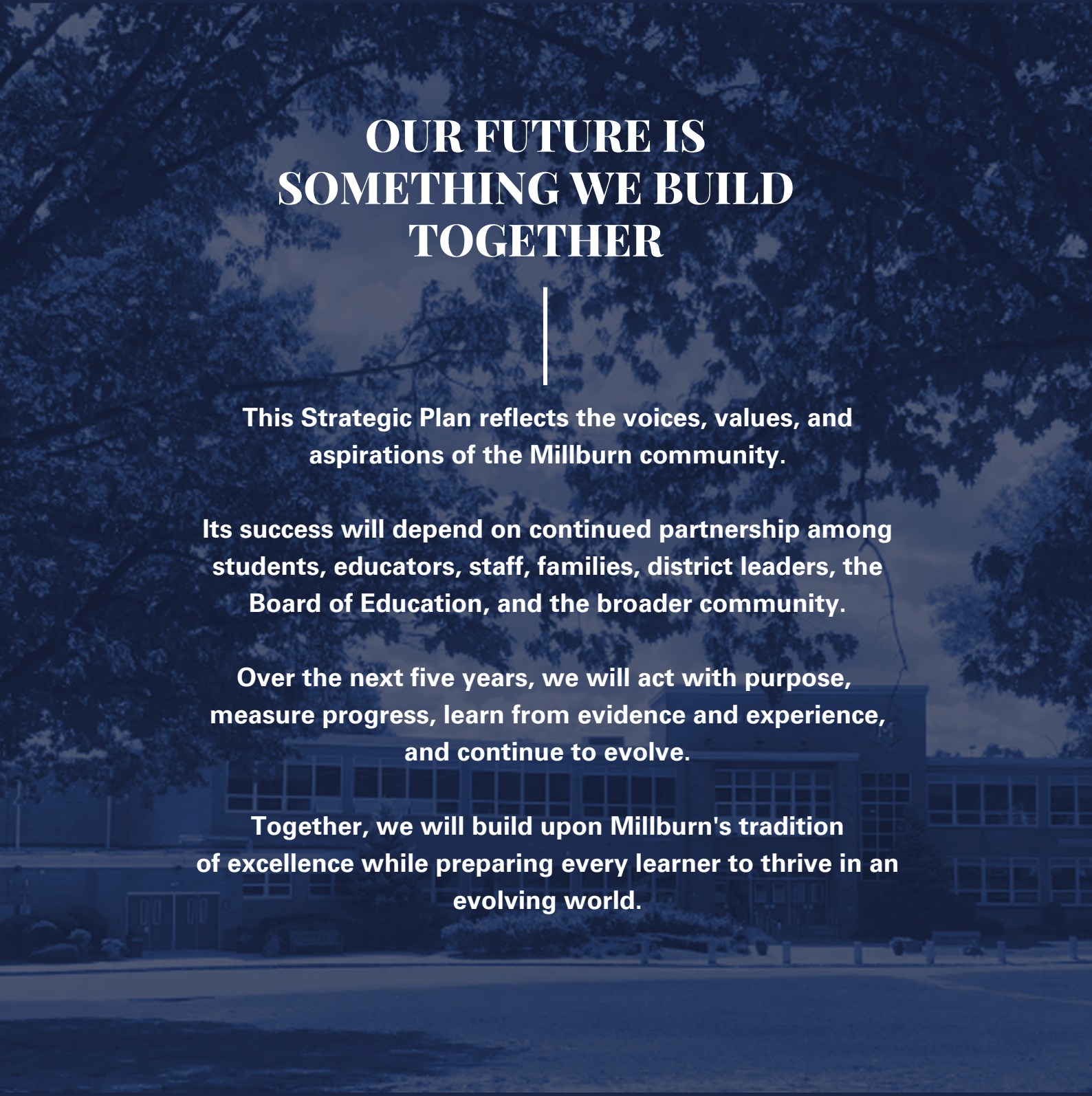
Millburn Township Public Schools will monitor progress through annual Action Items, quantitative and qualitative measures, community feedback, and regular review.

A public **Strategic Plan Dashboard** will connect priorities, actions, and outcomes by tracking key performance indicators and implementation milestones across the five Strategic Pillars.

Measures may include, but are not limited to, indicators related to student learning, climate and belonging, staff engagement and retention, communication and community engagement, financial stewardship, facilities, and organizational effectiveness.

Annual reporting will make progress visible, identify areas requiring additional attention, and inform future annual Action Items and resource decisions.

TRANSPARENT PROGRESS | **SHARED ACCOUNTABILITY** | **CONTINUOUS IMPROVEMENT**



OUR FUTURE IS SOMETHING WE BUILD TOGETHER

This Strategic Plan reflects the voices, values, and aspirations of the Millburn community.

Its success will depend on continued partnership among students, educators, staff, families, district leaders, the Board of Education, and the broader community.

Over the next five years, we will act with purpose, measure progress, learn from evidence and experience, and continue to evolve.

Together, we will build upon Millburn's tradition of excellence while preparing every learner to thrive in an evolving world.

ONE VISION. ONE FUTURE. ONE MILLBURN.

MILLBURN TOWNSHIP PUBLIC SCHOOLS
Strategic Plan 2026–2031
Year One | 2026–2027

From Vision to Action