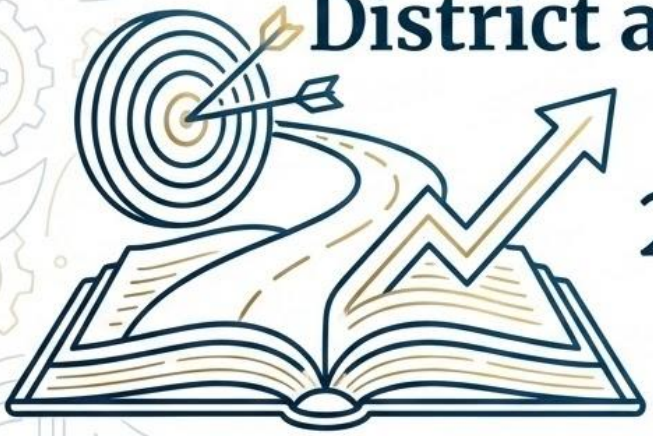
State of the District
District and Board Goals Update



2025-2026 SY

Presented at Millburn Board of Education Meeting
December 15, 2025

Process for Goal Setting



Presented at Millburn Board of Education Meeting
December 15, 2025

DISTRICT GOAL 1: Strategic Plan



By June 2026, the district will develop and adopt a Strategic Plan that reflects community aspirations for students, as evidenced by:

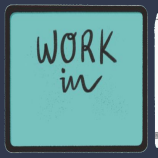
- Selection of a strategic planning service provider by September 2025
- Formation of a Strategic Planning Steering Committee by November 2025
- Completion of draft and final plan for Board approval by June 2026

Indicators of Achievement: Board adoption of the plan and public presentation of strategic planning outcomes (June 2026).

*Timelines are estimated/subject to change as necessary.

Indicators of Achievement Goal 1:

- Selection of a strategic planning service provider by September 2025
- Formation of a Strategic Planning Steering Committee by November 2025
- Completion of draft and final plan for Board approval by June 2026



Evidence of Progress to Date

- ✓ Developed and Launched Strategic Planning Website
- ✓ Established Admin Core Planning Team October 1
- ✓ Provided BOE Presentation by TMI October 6
- ✓ Hosted Focus Session 1 October 15
- ✓ Hosted Focus Session 2 November 18
- ✓ Requested Volunteers to Sign up for Core Teams October 7
- ✓ Participant/Interest “Wheel” Launched(December 2)
- ✓ Launched Survey to Students, Parent, and Faculty (December 8-12)

Next Steps 2026

DISTRICT GOAL 1:

Strategic Plan



Completion of draft and final plan for Board approval by June 2026

What's Ahead

- ❏ TMI will analyze Survey Results
- ❏ Core Planning Team Meeting will be held
  - ❏ January 15
  - ❏ February 2
  - ❏ February 26
  - ❏ March 16
  - ❏ April 9
- ❏ Core Planning Teams will present 3-5 goals and establish annual benchmarks for each goal
- ❏ Presentation of the action plan June 2026.

DISTRICT GOAL 2
Operational Culture/Climate



By June 2026, the district will enhance operational efficiency and collaboration by implementing Standard Operating Procedures (SOPs), strengthening leadership capacity, and increasing efficiency in serving students, as evidenced by:

- Launch of a Leadership Academy for school leaders by September 2025
- Standard Operating Procedure report by March 2026
- Development of a consistent onboarding/offboarding process by April 2026

Indicators of Achievement: Presentation of Standard Operating Procedures and Human Resources hiring/onboarding/offboarding procedures to the Board (June 2026).

*Timelines are estimated/subject to change as necessary.

Indicators of Achievement Goal: 2

- Launch of a Leadership Academy for school leaders by September 2025
- Standard Operating Procedure report by March 2026
- Development of a consistent onboarding/offboarding process by April 2026

Evidence of Progress to Date

- ✓ Launched Leadership Academy July, 2025
- ✓ Conducted 8 Leadership Sessions topics include:
  - ✓ PowerSchool Training; Team Building; MTSS/I&RS/WIN Period; HIB Training & HIBster; Safety & Security; Code of Conduct/Faculty & Parent-Student Handbooks; District Goals/Level Setting Expectations/Building Level & District Level Supports for District Initiatives; Lesson Planning and Observation Protocols; Marshall Teacher Evaluation Rubric; Data Teams/LinkIt Training/Intervention Manager; Administrative Retreat featuring Principal and Author Mr. Tom Marshall ~ Reclaiming the Principalship
- ✓ Created SOPs for…
  - ✓ Start and End Times
  - ✓ Administration Observations and Evaluations
  - ✓ Communication
  - ✓ Security
  - ✓ Staff Accident Reporting
  - ✓ Building absence coverage
  - ✓ Enhancing Communication: Faculty Leadership Council ➔ District Leadership Council ➔ Board/Staff Liaison Council ➔ Board of Education.
  - ✓ Field Trip Process/Procedure

Next Steps 2026

DISTRICT GOAL 2:



Standard Operating Procedure report by March 2026



Development of a consistent onboarding/offboarding process by April 2026

What's Ahead

- ❏ Develop systems for better cross-departmental communication (e.g. HR X C&I X Business, etc).
- ❏ Establish HIBster Protocols and HIB Trainings
- ❏ Elementary Handbooks
- ❏ Codify current onboarding and offboarding procedures, including a focus on non-certified staff
- ❏ Clean up position-control-roster.
- ❏ Audit teacher and administrator certification types

DISTRICT GOAL 3
Academic Culture/Climate



By June 2026, the district will enhance academic culture and climate through equitable access, collaborative learning, and SEL integration, as evidenced by:

- Analysis of middle school performance data by December 2025
- Evaluate the alignment between Middle School and High School grading, placement, and course progression by January 2026.
- Evaluation and recommendation of AP electives by February 2026
- Development of the Elementary initiative with WIN (What I Need) periods in all elementary schools by January 2026
- Development of Counseling Framework and SEL district-wide programming by April 2026

Indicators of Achievement: Reports on the Assessment Framework/Grading Equity, Counseling Framework/SEL Programming, and WIN period presentations to the Board (June 2026)

*Timelines are estimated/subject to change as necessary.

Indicators of Achievement Goal 3

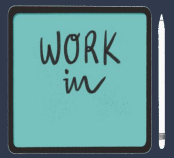
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Evidence of Progress to Date

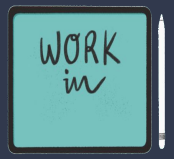
- ✓ Evaluated MMS student performance and presented (10/6/2025) adjustments to MMS course placement criteria for 26-27
- ✓ Revised pathways for course progression and increased access to higher level courses & Evaluation and Recommendation of AP Electives
  - ❏ ELA/Humanities~12/15/2025
  - ❏ Math/ Science/Stem ~ slated for 1/26/2026
- ✓ WIN (What I Need) Period - all elem homerooms (September 2025)
- ✓ Elementary SEL theme framework (September-June), Secondary - targeted College and Career readiness lessons and career exploration and SEL support through Health and PE & Counselor programming

Next Steps 2026

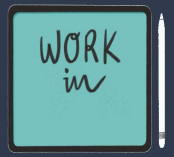
DISTRICT GOAL 3



Evaluate the alignment between Middle School and High School grading, placement, and course progression by January 2026.



Evaluation and recommendation of AP electives by February 2026



Development of Counseling Framework and SEL district-wide programming by April 2026

What's Ahead

- ❏ Department and Guidance meetings MMS and MHS (January)
- ❏ MMS and HS Course Catalog
  - ❏ In advance of student scheduling for 26-27 SY
- ❏ Development of the Counseling Framework Handbook aligned with ASCA (American School Counselor Association) standards.

BOARD GOAL 1

Educational Reporting



By June 2026, establish an Educational Reporting Calendar in collaboration with the Superintendent, as evidenced by:

- Inventory of current reports and metrics by December 2025
- Development of a reporting framework for internal and external stakeholders by April 2026

Indicator of Achievement: Published calendar shared with the Board and community (June 2026).

*Timelines are estimated/subject to change as necessary.

Indicators of Achievement Board Goal 1

- Inventory of current reports and metrics by December 2025
- Published calendar shared with the Board and community
- Development of a reporting framework for internal and external stakeholders

Evidence of Progress to Date

- ✓ Reviewed and revised Policy 1115
- ✓ Completed an inventory of current reports and metrics
- ✓ Developed a Data Dashboard
- ✓ Published Calendar of BOE presentations

Next Steps 2026

- Inventory of current reports and metrics by December 2025
- Published calendar shared with the Board and community
- Development of a reporting framework for internal and external stakeholders

What's Ahead



- ❑ Governance Committee will review Regulation 1115
- ❑ Continue to add reports and metrics to the Data Dashboard
- ❑ Continue to establish yearly benchmarks, metrics and presentations to support policy 1115

BOARD GOAL 2
Strengthen Communications



By June 2026, strengthen communication with the community and staff, in coordination with the Superintendent, as evidenced by:

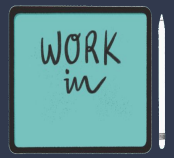
- Increased frequency of Staff Liaison meetings starting in November 2025
- Formation of an Ad Hoc Website Committee by November 2025
- Completion of a Communications Audit by January 2026

Indicator of Achievement: Presentation of communication enhancements to the Board (June 2026)

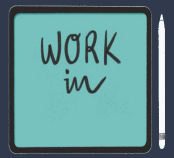
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Indicators of Achievement Board Goal 2

Increased frequency of Staff Liaison meetings starting in November 2025



Formation of an Ad Hoc Website Committee Completion of a Communications Audit by January 2026

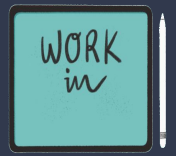


Completion of a Communications Audit by January 2026

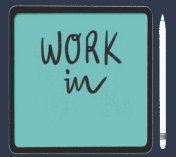
- ✓ Developed Millburn School District/Faculty/Administration/ Board Communication Standard Operating Procedure
- ✓ Committee formed to partner with every district department, each building principal and secondary school teams to review current website content, streamline navigation, ensure accuracy, while supporting transparency and accessibility

Next Steps 2026

BOARD GOAL 2



Completion of a Communications Audit by January 2026



Presentation of communication enhancements to the Board (June 2026)

What's Ahead

- ❏ Standardized protocols for concerns and improvements in our relationship with ESS (substitute providers)
- ❏ HR study group made up of internal stakeholders to enhance human resources leadership
- ❏ We've begun improving onboarding and off-boarding procedures
- ❏ Created an HR flow-chart to facilitate clarity and communication

BOARD GOAL 3
Policy



By June 2026, ensure all mandated district policies are compliant and accessible, as evidenced by:

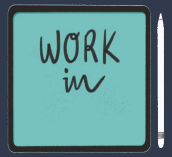
- Formation of a Policy Audit Committee by October 2025
- Completion of a full policy audit with prioritized recommendations by April 2026
- Update the district website for improved policy accessibility by June 2026

Indicators of Achievement: Board review of the audit report and confirmation of compliance (June 2026).

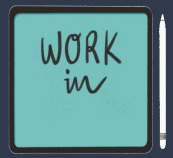
*Timelines are estimated/subject to change as necessary.

Indicators of Achievement Board Goal 3

Formation of a Policy Audit Committee by October 2025



Completion of a full policy audit with prioritized recommendations by April 2026

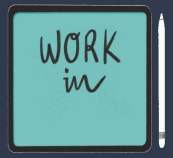


Update the district website for improved policy accessibility by June 2026

Evidence of Progress to Date

- ✓ Policy Audit Committee Formed September 7
- ✓ Reviewed 198 policies and conducted a closer, in-depth analysis
- ✓ Reviewed all 46 Bylaws and are now in compliance
- ✓ Strauss Esmay link made available on website August 6
- ✓ Continue to prioritize essential policy and regulations review and approval.

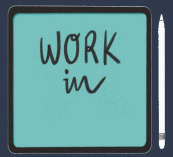
Next Steps 2026
BOARD GOAL 3



Completion of a full policy audit with prioritized recommendations by April 2026



Update the district website for improved policy accessibility by June 2026



Board review of the audit report and confirmation of compliance

What's Ahead

- Systematic review of the remaining policies: Administration (36), Program (94), Teaching Staff Members (69), Support Staff (52), Students (85), Finances (53), Property (45), Operations (46), Community (36).
- Total of 561 policies to be reviewed for current compliance, alignment with legal and regulatory requirements and ongoing relevance to district practice and needs.
- Updated recommendations will be shared as the audit progresses.

CONTRIBUTIONS FROM ACROSS THE DISTRICT

STRATEGIC PLANNING & COHERENCE

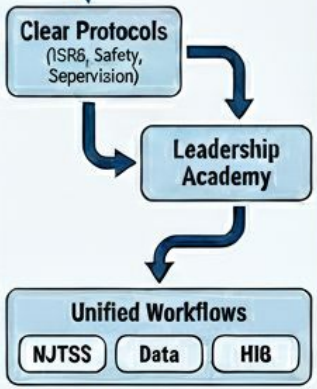
- Supported **districtwide strategic planning** efforts
- Developed **aligned handbooks** and building norms
- **Strengthened communication platforms** (Smore, Thrilishare, newsletters)



Focus: Unified Vision, Aligned Resources, Clear Communication

SOPs, PROTOCOLS, & LEADERSHIP STRUCTURES

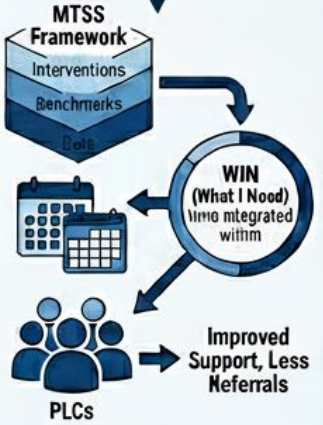
- Created **clear protocols** (I&RS, safety, supervision)
- Launched **Leadership Academy** for consistent leadership practices
- **Unified workflows** (NJTSS, data protocols, HIB systems)



Focus: Streamlined Processes, Empowered Leaders, Consistency

ACADEMIC CULTURE, MTSS, & WIN

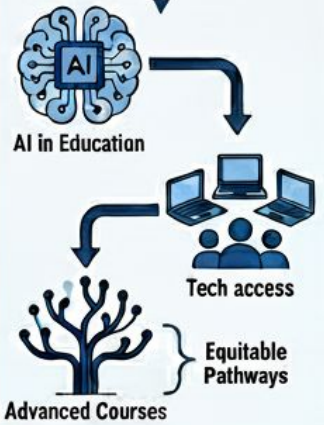
- **Strengthened MTSS systems**, benchmarks, and interventions
- **Integrated WIN into schedules**, planning, and PLC structures
- **Improved support processes** and reduced unnecessary referrals



Focus: Individualized Learning, Early Support, Data-Driven Instruction

TEACHING, LEARNING, & INNOVATION

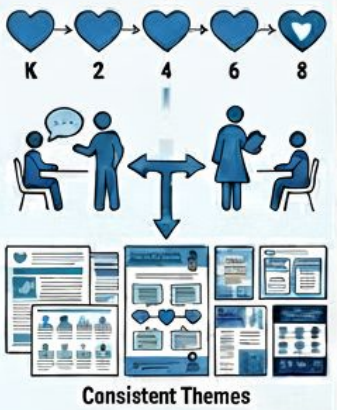
- Led AI-focused PLCs and developed implementation guidance
- **Increased technology access** and reliability for staff and students
- **Expanded equitable HS course pathways** and learning opportunities



Focus: Future-Ready Education, Digital Tools, Modern Curriculum

SEL & SCHOOL CLIMATE

- Delivered **aligned SEL lessons** and messaging across K–8
- Embedded **counselor-led SEL supports** in all schools
- Developed consistent **SEL themes**, newsletters, and **resources**



Focus: Social-Emotional Well-being, Supportive Environment, Holistic Growth

Driving **Focus:** Change and Continuous Improvement Districtwide through Aligned and Coherent Strategies.

Thank you to our Leaders, Teachers, and Staff!

