



CAPE MAY COUNTY TECHNICAL SCHOOL DISTRICT STRATEGIC PLAN 2023-2028

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Superintendent of Schools

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BOARD APPROVAL

This document received the Cape May County Technical School Board of Education's approval on January 24, 2023

FROM OUR SUPERINTENDENT

The 2022-2027 Cape May County Technical School District Strategic Plan demonstrates the District's ongoing commitment to our students, families and staff. The Plan is designed to guide the action steps and priorities that the District will focus on over the next 5 years. The Plan's goals are the foundation for ensuring that we support the varied academic, vocational, social, and emotional needs of a diverse student population as we prepare them for life after high school.

The District would like to thank our staff and administration, Board of Education, Go Teach Consultants, community members, advisory board members, parents, guardians and students who participated in the Strategic Planning Process. Your input helped drive many of the goals and objectives that are listed in our 5 Year Strategic Plan.

We look forward to our continued partnership with all stakeholders and are confident that the strategic goals chosen will help direct and support student success-both in and out of the classroom.

Jamie P. Moscony
Superintendent
Cape May Technical School District

District Overview

Cape May County Technical School was instituted in 1915 by the Cape May County Board of Chosen Commissioners and is today situated on an 84-acre campus in the Northern section of the Crest Haven Complex (Middle Township) which is easily accessible from Exit 11 of the Garden State Parkway. The Cape May County Technical School presently consists of one main building which includes the Tozour (100) Building, the Scrivani (200) Building and the Toft (300) Building, as well as auxiliary buildings that include a greenhouse, the Broadley Administration Building, and waterfront facilities on the sound. Also, baseball, softball and soccer fields have been established on the campus. The district serves educational and technical needs of the community for a variety of learners.

The mission of the Cape May County Technical High School, Cape Tech, is to produce graduates with the necessary skills to compete in the global workplace; the knowledge to pursue higher education, avocational skills for personal growth, achievement of the New Jersey Student Learning Standards, and lifelong learning experiences through the combination of academic, technological, co-curricular and specialty training. Students work in the achievement of standards and attainment of credentials through rigorous academic, career technical, and authentic learning activities. The district's 19 Career and Technical Education (CTE) programs across 11 Career Clusters provide all learners the opportunity to acquire the skills, knowledge, and beliefs through real-world learning of 21st-century skills with needed support to ensure success. In addition to CTE credentials, students participate in benchmark assessments including the required New Jersey standardized assessments.

As a career-focused, full-time public high school, students are required to meet all the New Jersey graduation requirements in addition to earning Career and Technical Education credits, credentials, and attaining articulated college credit. First-year high school students complete a year of career awareness studies in grade 9, and every student is provided experiential learning in all of the 19 CTE programs leading to an informed career choice for a CTE focus for the next three years. Students attend career and technical education programs in a double period daily as they progress through grades 10, 11, and 12 through three levels of their selected CTE program. In addition to the CTE studies, full-time students grades 9-12 achieve learning standards in 21st Century Life and Careers, Comprehensive Health and Physical Education, English Language Arts, Mathematics, Science, Social Studies, Technology, Visual and Performing Arts, and World Languages. Students select from an academic course sequence of college prep, honors or AP courses to complete graduation requirements along with a range of elective courses. In addition to the high school education programs, the District provides educational services to the community through Postsecondary CTE Programs, Adult Basic Education/High School Equivalency/ESL and Civics, Testing Center, and a full complement of evening adult continuing education vocational and enrichment classes.

STRATEGIC PLANNING PROCESS

In the fall of 2022, the Cape May County Technical School District embarked on a strategic planning initiative to engage stakeholders in a dialogue about the future of the District. A main purpose of the process was to inform the development and prioritization of goals to encourage student success by supporting their social, emotional, academic and vocational needs.

The Cape May County Technical School District partnered with Go Teach Consultants to facilitate the District's strategic planning initiative under the guidance of Dr. Christopher Tienken who assisted in developing multiple "Stakeholder Surveys" for staff, parents, students, business partners, and community leaders to identify strengths and opportunities for improvement within the District. There was a broad based response to the surveys from all stakeholder groups. The District also facilitated Stakeholder Meetings from October 2022 to December 2022 that investigated perceptions and beliefs of staff, students, and parents/guardians.

The District used a series of "Strategic Planning Guiding Questions" that focused on the following areas within the District to collect feedback:

- College and Career Awareness
- Curriculum and Instruction
- CTE Program of Study
- Support Services-Guidance and Child Study Team
- Technology
- Parent/Family Engagement
- Communication
- Athletics and Co-Curricular Clubs and Activities
- Safety and security
- Construction Projects and District Growth
- Communication

Common themes emerged during the Stakeholder Meetings regarding the need for additional student support services, enhanced college and career readiness and post secondary planning, expanding opportunities to earn dual credit at local colleges and universities and the need for intervention and remediation for our most "At Risk" student groups. In addition, the need for expanding our Athletics and Co-Curriculars was discussed as well as the need to maintain a safe and secure learning environment.

DISTRICT MISSION STATEMENT

The mission of the Cape May County Technical School District is to produce civic-minded graduates who possess the knowledge, dispositions, and social/emotional skills to be active participants in the global workplace. Students will develop the skills necessary to pursue careers and higher education, enhance their personal growth, and become lifelong learners through the combination of academic, technological, and co-curricular experiences.

I. BELIEF STATEMENTS

1. A powerful, student-centered learning environment is successful when parents, teachers, students and community members are a collaborative team committed to student growth and actively involved in exchanging ideas.
2. Education is most effective when decision-making is focused on individual needs and interests of each student.
3. Communication, collaboration, problem solving, and critical thinking are essential skills in a global society.
4. An environment of academic and vocational excellence should create curious minds and compassionate learners who will thrive in an ever-changing world and be prepared to enter careers in the global market.

II. GOAL AREAS DEFINED

GOAL 1: FACILITIES

- **Maintain quality facilities through strategic budgetary planning, project management, and effective staffing**

GOAL 2: PROGRAMS: Curriculum/Instruction/Assessment

- **Create well-rounded, research-based, academic and CTE programs and instruction that provide challenges to every student regardless of need**

GOAL 3: STAFFING

- **Hire, retain, and provide professional development for high quality teachers and aides that understand and can meet the needs of the whole child.**

GOAL 4: CLIMATE, CULTURE, & COMMUNICATION

- **Create a school district climate and culture in which all staff believe that all students can achieve at high levels in order to be prepared for college and career readiness.**

GOAL 5: ORGANIZATIONAL STRUCTURE & COORDINATION

- Ensure leadership practices at all levels of the district are effective and ethical and result in the development of systems, practices, and policies that lead to the achievement of district goals.

GOAL 6: GUIDANCE and STUDENT SUPPORT SERVICES

- Develop and implement a multi-tiered system of supports and procedures to meet the needs of all students academically, vocationally, socially, and emotionally.

Goal 1: Facilities

- **Maintain quality facilities through strategic budgetary planning, project management, and effective staffing**

Objective #1: Provide oversight necessary to complete scheduled building projects within appropriate timeframes.

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Project management of existing and planned building projects	Direct oversight of CTE Round 1,2 Construction Projects, Attendance at Construction Meetings with architect, contractors, vendors	Superintendent Facilities Director Business Administrator Aramark	Present- 2025	Budget, Grant funds	Timely project completion within budget/bid specifications	Ongoing
Budgeting for materials, staffing, and maintenance of existing and new building facilities	Participate in budget process with Business Administrator Identify high priority areas for upgrades based on LRF in HVAC, Gym Floor, doors, Facilities Storage Areas, Athletic Fields	Superintendent Facilities Director, Business Administrator Aramark	Present-2025	Fiscal solvency within Facilities Department	Board and county approved budget with necessary funding	Yearly

Objective #2: Maintain and upgrade facilities to meet the evolving needs of the students and staff.

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Indoor facilities upgrade	<p>Indoor facilities audit</p> <p>Creation of replacement cycles based on audit</p> <p>Annual audit of CTE shop areas for OSHA and other safety requirements and development of replacement plan for infrastructure and materials based on life cycles and use</p> <p>Annual safety inspections of CTE shop areas & science labs to include shop & lab equipment & tools/materials & fume hoods</p>	<p>Superintendent Architect of record, Facilities Director Business Administrator Aramark</p>	December 2023	Budget, Grant funds	<p>Indoor facilities replacement/ maintenance cycle plan</p> <p>Project completion</p> <p>Completed audit</p> <p>Annual calendar for facilities inspections and replacements for CTE shop areas and science labs</p>	Ongoing
Fields & grounds	<p>Create a 3-year upgrade plan based on existing athletic needs and planned expansions</p> <p>Develop annual boat and dock maintenance and inspection schedule</p>	<p>Superintendent Architect of record, Facilities Director Business Administrator Aramark Principal Director of Athletics</p>	December 2023	Budget, Grant funds	<p>3-Year plan adoption by Board of Education</p> <p>Annual boat and dock maintenance and inspection schedule</p>	Ongoing
Effective maintenance staffing	Staffing audit and recommendations	<p>Business Administrator Facilities Director Aramark</p>	December 2023	Budget	Board approved staffing roster to support additional programming and facilities upgrades	Ongoing

Goal 2: Programs

- Create well-rounded, research-based, academic and CTE programs and instruction that provide challenges to every student regardless of need

Objective 1: Update existing CTE program content and facilities to reflect industry standards.

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
CTE upgrades of existing programs	Identify and list needed upgrades to facilities and equipment in auto shop and welding	Superintendent Facilities Director Director of Curriculum Business Administrator CTE Teachers	Initial list for 2023-2024 budget by January 2023	Annual budget allocations	List of necessary upgrades	Ongoing
	Hook up the CNC machine in carpentry and provide annual training for the CNC machine for staff	Facilities Director Director of Curriculum	June 2023	Training	CNC machine working and staff trained	Ongoing
	Create a 4-year plan, schedule/ timeline to add more time to CTE program so students are eligible for additional certifications	Director of Curriculum Director of Technology CMT Admin	June 2023	Budget	4-year plan Updated schedules Increases in # of students earning additional certifications	Ongoing

	<p>Conduct a supplies/resources audit of programs to update materials: (e.g. Upgrade supplies and resources in medical CTEs and technology)</p> <p>Annual calendar/schedule for SDS & OSHA training for CTE and science teachers included on PD calendar</p> <p>Increase Work-based Learning program opportunities:</p> <ol style="list-style-type: none"> 1) Identify staffing needs 2) Hire staff 3) Implement additional SLE opportunities 	<p>Director of Curriculum CMT Administration</p> <p>Facilities Director Director of Curriculum CMT Administration</p> <p>Director of Curriculum SLE Coordinator</p>	<p>January 2023</p> <p>June 2023</p> <p>January 2023 July 2023 January 2024</p>	<p>Budget</p> <p>PD Calendar</p> <p>Budget Staffing Training</p>	<p>Budget request</p>	<p>Ongoing</p> <p>Not started</p> <p>Not started</p>
Curriculum development & upgrades to support programs	<p>Curriculum development schedule/renewal plan</p> <p>Curriculum writing positions</p>	<p>Director of Curriculum CMT Administration Advisory Board</p>	<p>February 2023</p> <p>May 2023</p>	<p>Budget Staffing Training</p>	<p>Budget</p>	<p>Ongoing</p>
Exploratory revision & realignment	<p>Realign CTE programs in similar career clusters for students- marking period rotations; (year 1)</p> <p>Realign CTE programs in similar career clusters for students- semester rotations; (year 2)</p> <p>Realign CTE programs in similar career clusters for students- year long; (year 3)</p> <p>Revise curriculum to match industry standards and kick start program initiation and baseline skills over three years</p>	<p>Director of Curriculum CMT Administration Advisory Board</p>	<p>June 2023</p> <p>June 2024</p> <p>June 2025</p> <p>Ongoing</p>	<p>Budget Staffing Training</p>	<p>Implementation of new exploratory curriculum</p>	<p>Not started</p>

Objective 2: Implement new CTE programs that reflect the needs of the region.

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Implement new CTE programming	Identify new CTE programming based on industry needs and needs of the county	Director of Curriculum Advisory Board Superintendent CMT Principal	January 2023	Budget Staffing	Budget allocation Implement new programs	Ongoing
	Collaborate with CMC Chamber of Commerce and Economic Development Board	Director of Curriculum SLE Coordinator	January 2023	Membership	Membership	Ongoing
	Identify staffing needs and schedule of hiring for new programs	CMT Principal Director of Curriculum	Ongoing	Budget Staffing	BOE Agenda indicating new hires for new programs	Ongoing
	Adjust Exploratory track for students (3 year change) to reflect career cluster rotations (student choice)	Director of Curriculum Admissions Exploratory Teachers	June 2025	Budget Staffing Curriculum	Exploratory Rotation Schedule	Started
Revise the schedule to support fulltime and sharetime CTE programming	Develop a scheduling committee during the 2023-2024 school year to develop options/recommendations based on goals	Director of Curriculum Advisory Board Superintendent Business Administrator CMT Principal Supervisor of Guidance Supervisor of CST	School year 2023-2024	Budget Staffing	Schedule recommendation	Not started
	Adjust Culinary Arts CTE program for successful restaurant (school based enterprise) use.		School year 2024-2025	Budget Staffing Cafe Open to public	Curriculum Student Schedules SLE/WBL Placements Restaurant Open	Not started

Ensure curriculum is consistently renewed	Create a 4-year plan, schedule/ timeline to add more time to CTE program so students are eligible for certifications	Director of Curriculum Supervisor of Curriculum	June 2024	Recommendations from schedule committee and list of new CTE courses	Renewal Plan	Ongoing
Curriculum development & upgrades	Identify curriculum writers to develop Years 1-4 curricula for new programs	Director of Curriculum CMT Administration	2023-2027	Budget Staffing	New curricula	Ongoing

Objective 3: Develop enterprise business opportunities for CTE programs

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
<p>Create enterprise opportunities for the CTE programs that exist within and outside of the school.</p>	<p>Identify & prioritize potential enterprise opportunities for the CTE programs</p> <p>Develop an Enterprise Committee to inform programming</p> <p>Create plan and schedule to implement enterprise opportunities</p> <p>Develop operating procedures and policies for enterprise programs (Cafe, Hotel, etc.)</p>	<p>Director of Curriculum CTE Teacher Advisory Board Superintendent Business Administrator CMT Administration SLE Teacher</p>	<p>January 2024</p> <p>September 2024</p> <p>June 2024</p> <p>June 2024</p>	<p>Budget & grants Staffing Outreach with partners</p> <p>Enterprise Committee Business plans</p>	<p>List of opportunities</p> <p>Successful daily operation of businesses</p>	<p>Not started</p>

Objective 4: Increase opportunities to receive college credits in the academic program

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Expand dual enrollment program	Increase the number of courses offered for dual enrollment	Director of Curriculum Supervisor of Instruction CTE Teacher Advisory Board Superintendent CMT Administration	2023-2028	Staffing & Certifications Budget Materials Professional Development	Additional dual enrollment course offerings	Ongoing
Identify possible teachers for dual enrollment courses	Conduct a certifications audit	Director of Curriculum CMT Administration	2023-2028	Certification list Staffing list	List of potential instructors	Ongoing
Create and update MOUs with higher education institutions for dual enrollment	Meet with higher education partners to develop course partnerships	Superintendent Director of Curriculum CMT Administration	2023-2027	Staffing & Certifications Budget	MOUs	Ongoing

Objective 5: Enhance linkages between curriculum, instruction, and assessment

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Increase the use of internal assessment data	Develop an internal assessment system for benchmarking threshold skills in academic areas <ul style="list-style-type: none"> • Create a 5-year plan and schedule • Pilot in a subject area and grade level • Expand it program each year by subject and grade level • Align SGOs to internal assessment system 	Director of Curriculum Supervisor of Instruction Benchmarking Committee	2023-2028 January 2023 September 2023 2024+ 2024	Benchmarking committee Budget	Benchmark assessments	Not started
Increase instructional collaboration	Cross-curricular team meetings	Director of Curriculum Supervisor of Instruction Teachers	2023-2028	Team meetings	Interdisciplinary units	Not started
Revise curriculum to reflect student data results	Follow district curriculum renewal cycle	Director of Curriculum Supervisor of Instruction	2023-2028	Budget Curriculum writing committees	Updated curricula	Ongoing

Goal 3: Staffing

- Hire, retain, and provide professional development for high quality teachers and aides that understand and can meet the needs of the whole child.

Objective 1: Develop and implement an improved model of professional development by formalizing a process for utilizing evaluation, student achievement, and SEL data to drive Professional Development offerings

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Enhance quality of professional development	Needs assessment based on evaluations, staff input walk-throughs, and student input from Strategic Plan Survey	Director of Curriculum CMT Administration	June 2023	Needs assessment survey Data Budget Consultant	Program Plan Implementation of differentiated PD	Ongoing
	Differentiated PD program plan	Director of Curriculum CMT Administration Supervisor of Instruction	2023-2025	Budget	Program plan	Not started
Enhance CMT teacher induction	Create and implement 3-Year induction program	Director of Curriculum CMT Administration Supervisor of Instruction	September 2024	Program Plan Budget	Program Plan Implementation of program	Not started

<p>Develop and maintain valuable and productive Professional Learning Communities (PLCs)</p>	<p>Develop department wide PLCs lead by department leaders;</p> <p>Develop a “base” PLC in which industry trained instructors will focus on select vetted teacher topics.</p> <p>Train teachers over the summer to lead and develop PLCs on setting reasonable goals and valuable and actionable content.</p>	<p>Director of Curriculum CMT Administration Supervisor of Instruction PLC leaders</p>	<p>June 2024</p>	<p>PLC Train the Trainers documents, monthly check in forms/agendas</p>	<p>Completed PLC project guidelines/reflecti on logs Sign in Sheets</p>	<p>Not started</p>
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Objective 2: Recruit highly qualified staff

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Recruit high quality teacher candidates	Marketing strategies	Superintendent Director of Curriculum CMT Administration	Ongoing	Budget	Staff retention	Ongoing
	Collaboration with Higher Education Teacher Prep Programs	Director of Curriculum CMT Administration	Ongoing			

Objective 3: Effective evaluation and supervision of staff

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Enhance teacher evaluation processes and outcomes	<p>Ensure compliance with all applicable state laws</p> <p>Develop a system for evaluation reporting and feedback</p> <p>Enhance administration skills in area of teacher feedback for growth</p>	<p>Superintendent Director of Curriculum CMT Administration</p> <p>Director of Curriculum CMT Administration</p> <p>Director of Curriculum CMT Administration</p>	Ongoing	<p>Budget</p> <p>Professional Development</p>	<p>Annual state reporting</p> <p>Inter-rater agreement</p> <p>Student feedback of classroom experiences (Survey question)</p>	Ongoing
Enhance SGO development	Provide professional development support for SGO creation	Director of Curriculum CMT Administration	Ongoing	Professional Development	High quality SGOs	Ongoing

Goal 4: CLIMATE, CULTURE, & COMMUNICATION

- Create a school district climate and culture in which all staff believe that all students can achieve at high levels in order to be prepared for college and career readiness.

Objective 1: Provide timely communication to students and families

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Increase timely communication to students about academics & activities	Provide notices to students in the morning during advisory period so they can make appropriate plans Create a system for proactive student communication	Director of Curriculum CMT Principal Supervisor of Guidance Supervisor of CST CMT Administration	January 2023 - January 2024	Required information sharing between departments	Student feedback (Survey question)	Ongoing
Revise the communication system for families	Upgrade SIS Provide training	Director of Technology CMT Administration	September 2023	Budget Training Staffing	Parent feedback	Ongoing
Create calendars for routine/ reoccurring processes and put on website (student scheduling, sports physicals, club signups, SATs, dual enrollment, etc)	All Departments	Director of Curriculum Advisory Board Superintendent CMT Administration	September 2023	Required information sharing Calendar issues on agenda of every LTM meeting	Student and parent feedback Schedules & calendars posted website	Not started

Objective 2: Increase school spirit

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Enhance school spirit	Designate a School Spirit Faculty Advisor and Student School Spirit Committee with representation from each grade level	Director of Athletics Student Government CMT Administration Director of Guidance	September - Dec 2023	Advisor Student School Spirit Committee Budget	Formation of a Spirit Committee Hiring of an Advisor	Not started Ongoing
	Create a list of school spirit events and post on school calendar	Director of Athletics Student Government CMT Administration Director of Guidance	September - Dec 2023	Access to calendar of events	List of activities and calendar of events	Not started
	Implement revised school spirit activities	Director of Athletics Student Government	Ongoing	Budget and fundraising	Implementation of activities	Not started
Budget and fundraise for school spirit events	Identify budget needs and fundraising opportunities Create a schedule and receive approval for fundraising	Director of Athletics Student Government	Ongoing	Budget and fundraising	Budget allocation Fundraisers	Not started

Objective 3: Increase clubs and opportunities for club competitions

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Identify student interest for clubs	<p>Conduct an audit of current clubs and participation to determine viability</p> <p>Conduct student interest survey</p>	Director of Athletics CMT Principal	June 2023	Student survey	List of clubs BOE approval	Ongoing
Identify staffing for clubs	Conduct a staff interest survey	Director of Athletics CMT Asst Principal	June 2023	Budget Staffing	BOE Approval	Ongoing
Budget and fundraise for clubs	<p>Develop a list of budget needs and fundraising opportunities</p> <p>Explore Booster Club funding collaborations and opportunities.</p>	Director of Athletics CMT Asst Principal Staff Students Stakeholders BOE	June 2023-June 2025	Budget Staffing	BOE Approval	Not started
Increase competitions for clubs	<p>Identify potential competitions for clubs</p> <p>Apply for approval to participate in competition</p> <p>Receive BOE approval for participation, travel, and resources</p>	Director of Athletics CMT Administration	June 2024	Budget STaffing Training BOE approval	BOE Approval Increased participation	Not started

Raise awareness of club opportunities	Conduct a club fair each fall to advertise clubs	Director of Athletics CMT Administration	Oct 2023	Staffing Schedule for the fair	Increased club participation and comparison to 2022-2023 school year	Not started
Ensure BOE policy on club participation and competitions is up to date	Review and revise board policy on clubs and competitions	Director of Athletics CMT Administration	2023-2024 school year	Access to policy and regulations	Revised or updated policies adopted by BOE	Not started

GOAL 5: ORGANIZATIONAL STRUCTURE & COORDINATION

- Ensure leadership practices at all levels of the district are effective and ethical and result in the development of systems, practices, and policies that lead to the achievement of district goals.

Objective 1: Clarify roles and responsibilities in the district

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Revise organizational chart	Update Organizational Chart	BOE Superintendent	June 2023	Current organizational chart	BOE approved revised organizational chart	Not started
Delineate roles & responsibilities of administrators	Update Spreadsheet with Roles and Responsibilities	BOE Superintendent CMT Administration	June 2023	Current list of roles and responsibilities	Revised list	Not started

GOAL 6: GUIDANCE and STUDENT SUPPORT SERVICES

- Develop and implement a multi-tiered system of supports and procedures to meet the needs of all students academically, vocationally, socially, and emotionally.

Objective 1: Enhance Counseling Services

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Identify areas to enhance counseling program	Conduct a counseling program review	Superintendent Guidance Director Director of Curriculum CMT Admin	December 2022	Budget Staffing	Completed audit	Completed
Comprehensive Guidance Plan with clearly defined roles, supports, expectations for student contact time	Create guidance plan with goals and timelines for enhancements & identify a timeline for completion of plan	Guidance Director	Draft January 2023 Final Plan December 2023	Go Teach Consultants Student Data	Completed guidance plan	Ongoing
	Clearly define roles, supports, & expectations for student contact time based on ASCE	Guidance Director	January 2023	NJDOE Guidelines		Ongoing
	Create an annual Guidance Events calendar and identify responsible parties. Annual Calendar of events to include: 9th/10th grade parent nights (Feb) 11th grade Parent Meetings	Guidance Director Guidance Support Staff & Counselors	January 2023	Budget Staffing Community and Higher Ed Partnerships NJDOE Guidance		Ongoing

	<p>Fall/Spring for Post Secondary Planning</p> <p>Senior Parent Night - September</p> <p>Financial Aid Night for Families (11th and 12th graders-October)</p> <p>Student Assemblies by SAC/HIB Coordinator (Oct/May)</p> <p>College Visits to CT Monthly</p> <p>College Commitment/Instant Decision Day</p> <p>Military Commitment Day</p> <p>Senior Survey Day (May)</p> <p>Create a Hawk Guidance Site for guidance staff in Admin Console</p>		December 2023	Budget Grants Technology Support		Completed
Increase student/counselor contact time	<p>Hire additional position for career and college readiness</p> <p>Create a schedule to increase student/counselor meetings</p>	<p>Superintendent</p> <p>Board of Education</p> <p>Guidance Director</p> <p>Guidance Director</p>	<p>January 2023</p> <p>February 2023</p>	<p>Completed guidance plan</p> <p>Staffing</p> <p>Tracking guidance time</p>	<p>Increased guidance time spent with students</p>	<p>Completed</p> <p>Ongoing</p>
Address chronic absenteeism	<p>Develop Student Chronic Absenteeism and Attendance Plans & Attendance Teams</p> <p>Development of interventions by tier and consequences</p> <p>Attendance Contract Meetings</p>	<p>Guidance Director</p> <p>CMT Admin</p> <p>Superintendent</p> <p>Supervisor of Guidance</p> <p>Guidance Director</p> <p>I&RS Team</p>	<p>December 2022</p> <p>January 2023</p> <p>January 2023</p>	<p>Completed plan</p> <p>Plan for Attendance and At Risk Students</p> <p>Attendance Contracts</p>	<p>Reduction in chronic absenteeism</p> <p>List of interventions and supports</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

Enhance student substance abuse services	Identify existing staff	BOE Superintendent Director of Guidance	June 2023-2025	Staffing Grants, Budget	Increased student supports	Ongoing
	Develop Comprehensive Alcohol and Drug Plan and Supports through SBYS and SAC	Supervisor of Guidance		Comprehensive Alcohol and Drug Plan	Student assessment data, surveys	Completed
Revise the system used for student scheduling	Conduct a scheduling audit and scheduling options that provide more time and opportunities for students: AB Block, 4X4, Drop & Rotate	Superintendent Director of Technology	January 2023-June 2026	Assessment data	Increased student assessment results	Ongoing
	Develop clear processes and policies for scheduling and course selections / assignments	Director of Curriculum		Meeting times	Accurate student placement decisions	Ongoing
	Institute program of studies meetings in Oct. & update/ complete program of students in Nov.	Director of Guidance		Go Teach Audit	Student Course Placement Policy	Ongoing
	Create “elective fair” to run during course selection	Supervisor of Guidance CMT Admin				Ongoing
	Begin student course selection in December & finish by end of first semester including CST recommendations	Director of Guidance				Ongoing
	Solidify course waiver process	Director of Curriculum Supervisor of Guidance	January 2023		Accurate student placement decisions	Completed

	Determine course sections & teacher assignments by end of July 2023	Director of Curriculum Supervisor of Guidance Director of Technology	July 2023			Ongoing
	Improve process for placing students in CTEs when they transfer as a Sophomore, Junior or Senior	Asst. Principal SLE Coordinator				Ongoing
Institute RTI program & committee	Development of clearly delineated RTI Supports	Supervisor of Guidance Supervisor of CST	Sept 2023	Clearly defined RTI Model		Ongoing
Systematize the 504 process	Create a system of written protocols to guide 504 decision making and implementation, and monitoring	Supervisor of Guidance Supervisor of CST Athletic Director	Sept 2023	Clearly defined 504 Procedures and Model		Ongoing
Systematize testing coordination	Identify testing coordinators for all testing that takes place in the school Update current schedule and system to ensure timely information and implementation of testing and required trainings Create a testing calendar	Superintendent Director of Technology Supervisor of Guidance	June 2023			Not started Not started Ongoing

Increase college and career counseling opportunities	Enhanced use of Naviance to support College and Career Planning College and Career Counselor roles/responsibilities	Director of Technology Supervisor of Guidance Supervisor of Humanities	Sept 2024		Guidance Annual Calendar of Student Supports, transition meetings, post secondary plans Senior Survey results	Ongoing
Celebrate student success	Institute “Decision Days” & Student Spotlight Days, Attendance rewards, Honors	CMT Admin Director of Guidance	Sept 2023	System to identify student accomplishments	Ongoing acknowledgment	Not started

Objective 2: Enhance special education programming

ACTION STEP	SPECIFIC ACTIVITIES	PERSON(S)/ GROUP(S) RESPONSIBLE	TIMELINE FOR COMPLETION	RESOURCES NEEDED	INDICATORS OF SUCCESS	STATUS
Review Special Education program for compliance and quality	Conduct an independent review of the SE program	Superintendent Supervisor of Guidance Supervisor of CST	Sept-Nov 2023	Budget Consultant	Completed report delivered to Superintendent	Completed
Systematize and secure all IEP files	Locked cabinets Sign in sheets Files compliant with DOE standards	Superintendent Supervisor of Guidance Supervisor of CST Admissions Coordinator	Feb 2023		Locked Storage IEP Compliance QSAC Approvals	Ongoing Ongoing
Systematize teacher review and electronic access to IEPs	Create a system in which teachers can view the accommodation and modification section of IEP electronically. Create a system in which the IEPs are reviewed with each teacher and teachers sign off that they read and understand the IEP.	Superintendent Supervisor of Guidance CST Supervisor CMT Principal Director of Technology	Dec 2023		Locked Storage IEP Compliance Staff acknowledgement of viewing IEP New SIS- digital signatures Process in place to view all IEP in beginning of school year	Ongoing Ongoing
Offer full continuum of services	Write IEPs based on student needs and provide a full suite of programming	Superintendent Supervisor of Guidance CST Supervisor	Dec 2024		Student IEP goals and objectives that support success	Ongoing

	Provide PD for all CMT staff on reviewing IEPs, implementing accommodations and modifications, how to use available supports, and co-teaching.	CMT Principal			In Service Day agendas IEP PLAFFs that support student success Staff Surveys	Ongoing
Assign a secretary dedicated to special education		Superintendent Supervisor of Guidance CST Supervisor	Dec 2023	Staffing Budget	Budget approval Hiring staff	Completed
Compliant IEPs	Provide PD for SE staff on writing IEPs that are compliant with all state and federal laws	Supervisor of Guidance CST Supervisor	Dec 2024		InService Agendas	Ongoing
Assemble a full CST	Add a part time School Social Worker to the CST team	Superintendent Supervisor of Guidance CST Supervisor Principal	Dec 2024	Staffing Budget	Budget approval Hiring staff	Not started
Enhance relationship with the SEPAG	Conduct quarterly SEPAG meetings Create a SEPAG University/Academy with a guest speaker at each quarterly meeting.	Supervisor of Guidance CST Supervisor Principal	Dec 2023		SEPAG Meeting Calendar and agendas	Ongoing Ongoing
Enhance post secondary transition planning	Include referrals to DVR, higher ed with SE Supports, SLE, Pre-ETS All students must have a post secondary plan with linkages already made to colleges, careers, employment	Supervisor of Guidance CST Supervisor Principal Assistant Principal/SLE Coordinator	Dec 2024		Post Secondary Transition Plans College Acceptance Instant Decision Day results Assessment data SLE Data	Ongoing Ongoing

Add a secretary dedicated to special education		Superintendent Supervisor of Guidance Principal	January 2023		New Staff	Completed
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2023-2028 Cape May Technical School District Strategic Plan Overview

DISTRICT MISSION STATEMENT

The mission of the Cape May County Technical School District is to produce civic-minded graduates who possess the knowledge, dispositions, and social/emotional skills to be active participants in the global workplace. Students will develop the skills necessary to pursue careers and higher education, enhance their personal growth, and become lifelong learners through the combination of academic, technological, and co-curricular experiences.

I. BELIEF STATEMENTS

1. A powerful, student-centered learning environment is successful when parents, teachers, students and community members are a collaborative team committed to student growth and actively involved in exchanging ideas.
2. Education is most effective when decision-making is focused on individual needs and interests of each student.
3. Communication, collaboration, problem solving, and critical thinking are essential skills in a global society.
4. An environment of academic and vocational excellence should create curious minds and compassionate learners who will thrive in an ever-changing world and be prepared to enter careers in the global market.

II. GOAL AREAS DEFINED

GOAL 1: FACILITIES

- Maintain quality facilities through strategic budgetary planning, project management, and effective staffing

GOAL 2: PROGRAMS: Curriculum/Instruction/Assessment

- Create well-rounded, research-based, academic and CTE programs and instruction that provide challenges to every student regardless of need

GOAL 3: STAFFING

- Hire, retain, and provide professional development for high quality teachers and aides that understand and can meet the needs of the whole child.

GOAL 4: CLIMATE, CULTURE, & COMMUNICATION

- Create a school district climate and culture in which all staff believe that all students can achieve at high levels in order to be prepared for college and career readiness.

GOAL 5: ORGANIZATIONAL STRUCTURE & COORDINATION

- Ensure leadership practices at all levels of the district are effective and ethical and result in the development of systems, practices, and policies that lead to the achievement of district goals.

GOAL 6: GUIDANCE and STUDENT SUPPORT SERVICES

- Develop and implement a multi-tiered system of supports and procedures to meet the needs of all students academically, vocationally, socially, and emotionally.

III. Timelines and Updates

- 2023-2028
- Updated Mission Statement, Belief Statements, and development of Goals and Objectives