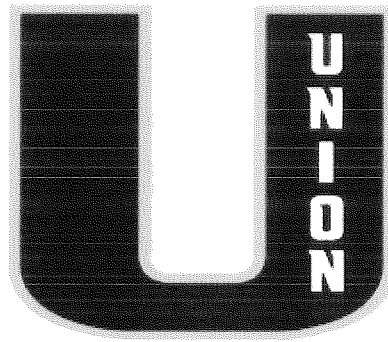


Township of Union Public Schools



Strategic Plan 2025-2028

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Strategic Planning Dashboard - Public

2025-2028 Summary of T.U.P.S. Strategic Goals

<u>Goal 1</u>	<u>Goal 2</u>	<u>Goal 3</u>	<u>Goal 4</u>
Teaching & Learning	Facilities and Grade Reconfiguration	Communication & Community Engagement	Staff Excellence
Strengthen teaching and learning through aligned curriculum, effective assessment practices, and professional collaboration to ensure every student achieves academic success. Objectives: ● Implement a consistent curriculum development cycle and transition all guides to a living format using Atlas ● Develop and expand common assessments across all grade levels and core subjects ● Provide targeted instructional coaching to support curriculum implementation ● Use assessment data to guide reteaching, remediation, and enrichment opportunities for students ● Ensure instructional materials are aligned to standards, equitable, and responsive to district values ● Revise grading policies to better reflect student mastery	Redesign and align our school facilities and grade configurations to support equitable access, operational efficiency, and enhanced educational continuity for all students. Objectives: ● Implement K-6, 7-8, and 9-12 grade band model ● Reconfigure building assignments ● Ensure facilities are equipped to meet unique needs ● Align staffing, scheduling, and resources to support our students ● Engage stakeholders through transparent communication and feedback ● Improve transportation efficiency ● Incorporate long-range facilities planning ● Upgrade HVAC systems and security infrastructure ● Maintain clean, efficient, and sustainable operations	Foster a unified, inclusive district culture through transparent communication, stakeholder engagement, and equitable access to information and resources. Objectives: ● Improve two-way communication between schools and families ● Increase access to multilingual and inclusive outreach strategies ● Host regular town halls, parent education sessions, and community events ● Expand use of technology (e.g., ClassDojo and ParentSquare) for timely and accessible updates ● Celebrate and amplify student and staff voices to build pride and connectedness ● Improve parent/guardian engagement through communication and events	Attract, develop, and retain a high-performing, diverse staff through meaningful professional development, leadership pathways, and a culture of support and recognition. Objectives: ● Strengthen recruiting, onboarding, mentorship, and coaching structures for all staff ● Provide differentiated professional learning aligned to district priorities and staff goals ● Recognize and celebrate staff achievements to build morale and retention ● Create consistent opportunities for staff across schools to collaborate, share best practices, and support each other's professional growth

Township of Union Public Schools (TUPS)

Mission and Vision

Mission Statement

The mission of the Township of Union Public Schools (TUPS) is to empower and inspire **every student, every day**.

Vision Statement

By providing accessible, tailored learning opportunities and robust support systems, all students will reach their full potential.

Motto/Tagline

It's All About U!

Strategic Priorities and Goals

Teaching and Learning

Goal explanation:

Strengthen teaching and learning through aligned curriculum, effective assessment practices, and professional collaboration to ensure every student achieves academic success.

Goal 1.1: Align Curriculum and Instruction Across All Classrooms

- Ensure that curriculum, instruction, and materials are standards-based, inclusive, and responsive to the varied needs of all learners.

Objectives:

- Implement a consistent curriculum development cycle
- Transition all guides to a “living” format using an online curriculum management system
- Ensure instructional materials are aligned to standards and district values
- Revise grading policies to better reflect student mastery
- Expand access to coursework that better meet students’ needs and interests

Metrics for Success (KPIs):

- % of curriculum guides transitioned to an online curriculum management system by year
- Creation of an instructional resource rubric and adoption procedures
- Adoption of revised grading policies across all grade levels

Goal 1.2: Improve Assessment Practices to Inform Instruction

- Strengthen assessment practices to guide instruction and improve student learning outcomes.

Objectives:

- Develop and expand common assessment practices across all grade levels and core subjects
- Use assessment data to guide curriculum modifications, reteaching, remediation, and enrichment opportunities for students
- Increase staff capacity to interpret and use data through targeted professional development and coaching
- Develop and implement a kindergarten readiness assessment for pre-k

Metrics for Success (KPIs):

- % of grade levels and core subjects using common assessments
- % of teachers reporting effective use of assessment data in instructional planning (via survey)
- Increase in student performance on diagnostic and district-wide assessments

Goal 1.3: Strengthen Instructional Practice and Professional Collaboration

- Support high-quality teaching through coaching, collaboration, and aligned professional learning.

Objectives:

- Provide targeted instructional coaching to support curriculum implementation
- Strengthen PLCs and staff collaboration around best instructional practices
- Align professional learning to district instructional goals and staff needs

Metrics for Success (KPIs):

- # of teachers receiving instructional coaching support annually
- % of schools implementing consistent PLC structures and collaboration protocols

Implementation Timeline

<u>School Year</u>	<u>Goals</u>
2025-26	● Continue curriculum guide transition to Atlas (target: reach at least 75%) ● Conduct audit of instructional materials for alignment and equity ● Establish grading policy review committee and begin stakeholder engagement ● Develop draft grading policy updates ● Develop and pilot common assessments across core subjects ● Begin staff training on data-driven instruction ● Initiate district-wide coaching support in select schools ● Establish baseline for PLC collaboration practices ● Creation of an instructional resource rubric and adoption procedures
2026-27	● Complete transition of curriculum guides to Atlas (100%) ● Implement revised curriculum and instructional materials ● Use common assessments in all grade levels for core subjects ● Finalize and begin implementing revised grading policies ● Monitor and support improvement in diagnostic assessment performance ● Expand instructional coaching to more staff (target: 300+ teachers) ● Strengthen and standardize PLC structures across all schools ● Revise and align Pre-K curriculum with district-wide early learning standards and K–2 readiness benchmarks
2027-28	● Evaluate impact of curriculum and instruction updates ● Achieve 65% student proficiency on diagnostic assessments ● Evaluate impact of grading policy changes on equity and student performance ● Reach 90% implementation of common assessments across all grade levels ● Sustain and refine instructional coaching model (target: 400 teachers) ● Reach 85% of schools consistently implementing PLC protocols ● Review and adjust strategies based on data, feedback, and progress

Key Progress Indicators

Goal	KPI	Baseline	Target	Data Source	Frequency	Responsible Party
1.1	% of curriculum guides transitioned to Atlas	30%	100%	Atlas	Annually	T&L
1.1	Creation of an instructional resource rubric and adoption procedures	Not started	Completed 2026	T&L Audit	One-Time	T&L
1.1	Adoption of revised grading policies across all grade levels	TBD	100%	Board Agenda	Annually	T&L
1.2	% of grade levels using common assessments	TBD	90%	Assessment Calendar	Annually	T&L
1.2	% of teachers reporting effective use of assessment data in instructional planning	TBD	80%+	Teacher Survey	Annually	T&L
1.2	Student performance on district-wide diagnostic assessments	TBD	65% proficient	Diagnostic Data	Semi-Annually	Assessment Team
1.3	# of teachers receiving instructional coaching	200 teachers	400 teachers	Coaching Agendas	Annually	Coaches
1.3	% of schools implementing consistent PLCs	40%	85%	PLC Reports	Annually	Building Admin

Facilities and Grade Reconfiguration

Goal explanation:

We will ensure our facilities are safe, secure, efficient, and aligned with the educational and developmental needs of our students.

Goal 2.1: Create Safe, Supportive, and Functional Learning Environments

- Ensure that every school provides a clean, well-maintained, and secure space where students and staff can thrive.

Objectives:

- Upgrade HVAC, lighting, and physical security systems district-wide
- Ensure all school environments are clean, well-maintained, and comfortable year-round
- Strengthen communication around safety protocols and emergency procedures with families and staff

Metrics for Success (KPIs):

- % of schools with upgraded HVAC and physical security systems
- % of staff and parents who report feeling safe and supported in school buildings (via survey)
- Reduction in the number of open or repeated facilities-related work orders
- % of classrooms meeting district standards for temperature, lighting, and cleanliness

Goal 2.2: Align Facilities and Grade Structures with Student and Family Needs

- Ensure that our school facilities and grade-level structures support consistent instruction, minimize transitions, and reflect the needs of students and families.

Objectives:

- Evaluate current grade configurations using data and stakeholder input
- Develop and communicate a long-range plan for facilities aligned with instructional goals and enrollment trends
- Minimize student transitions between schools to support stability and relationships
- Ensure equity in access to high-quality resources and instructional spaces across all buildings

Metrics for Success (KPIs):

- Completion of a grade configuration and facility alignment study
- % of families reporting they feel informed about potential changes (via survey)
- Implementation of new grade structure

Implementation Timeline

<u>School Year</u>	<u>Goals</u>
2025-26	• Conduct full HVAC and safety infrastructure audit • Launch reconfiguration and facilities needs study • Engage community around grade transitions and building conditions (forums + digital survey) • Develop a facility master plan
2026-27	• Begin phased upgrades of HVAC and safety systems in priority buildings • Finalize decisions on grade reconfiguration based on data and engagement • Communicate construction timelines and transition plans to families
2027-28	• Complete major HVAC/security upgrades • Begin construction or transition work related to grade alignment • Monitor progress and stakeholder satisfaction

Key Progress Indicators

<u>Goal</u>	<u>KPI</u>	<u>Baseline</u>	<u>Target</u>	<u>Data Source</u>	<u>Frequency</u>	<u>Responsible Party</u>
2.1	% of schools with upgraded HVAC	TBD	100%	Facilities Audit	Annually	Facilities Manager
2.1	% of schools with upgraded security systems	TBD	100%	Facilities Audit	Annually	Facilities Manager
2.1	% of staff/parents reporting feeling safe in schools	TBD	20% increase	Climate Surveys	Annually	Central Office (Operations)
2.1	Reduction in the number of open or repeated facilities-related work orders	TBD	25% reduction	Work Order System	Quarterly	Facilities Manager
2.1	% of classrooms meeting district standards for temperature, lighting, and cleanliness	TBD	100%	Facilities Audit	Annually	Facilities Manager
2.2	Completion of grade configuration feasibility study	Not Started	Complete by 2026	Board Updates	One-Time	Central Office (Operations)
2.2	% of families feeling informed about changes	TBD	90%	Family Survey	Annually	Central Office (Operations)
2.2	Implementation of new grade configuration	N/A	By 2028	Reconfiguration Plan	One-Time	Superintendent

Communication & Community Engagement

Goal explanation:

We will strengthen trust, transparency, and connection between the district, families, and the broader community through responsive communication and inclusive engagement.

Goal 3.1: Build Strong Two-Way Communication Systems

- Develop communication channels that are clear, accessible, and responsive to the needs of families and community members to foster trust and increase engagement.

Objectives:

- Improve consistency and clarity of district and school communications
- Expand the use of platforms that support two-way communication
- Increase accessibility by offering communication in multiple formats and languages
- Improve the quality, accessibility, and functionality of district and school websites

Metrics for Success (KPIs):

- % of families reporting satisfaction with district communication (via annual survey)
- % of school and district websites meeting quality and accessibility standards (via annual audit)
- % of communications offered in multiple languages
- Engagement rate with two-way platforms (e.g., ClassDojo, Parent Square, surveys, feedback forms)
- # of family engagement events offered annually
- Attendance rate at family engagement events and town halls
- Engagement rate with two-way platforms (e.g., ClassDojo, Parent Square, surveys, feedback forms)

Goal 3.2: Build Strong Two-Way Communication Systems

- Strengthen family-school-community partnerships by providing inclusive opportunities for feedback, learning, and collaboration.

Objectives:

- Provide more opportunities for meaningful feedback and dialogue with families and the public
- Offer learning opportunities and events that reflect the needs and interests of families
- Strengthen partnerships with local organizations and stakeholders (Dual enrollment, Community-Based Organizations, Parent/Advocacy Groups, etc.)

Metrics for Success (KPIs):

- # of family engagement events offered annually
- Attendance rate at family engagement events and town halls
- # of formal partnerships

Implementation Timeline

<u>School Year</u>	<u>Goals</u>
2025-26	• Conduct communication audit across schools and district departments • Launch baseline family communication satisfaction survey • Expand use of multilingual communication tools and channels • Develop engagement calendar and stakeholder outreach plan • Increase number of interactive communication platforms and two-way feedback channels • Offer district-wide family learning workshops and events • Establish regular town halls and strategic feedback forums
2026-27	• Evaluate impact of communication tools and adjust based on feedback • Track and publish attendance data from parent/community events • Expand multilingual content across all platforms and print materials • Build new partnerships with community-based organizations • Implement engagement calendar with real-time tracking
2027-28	• Sustain and refine high-performing communication platforms and feedback tools • Maintain parent/community attendance tracking system and report progress • Conduct follow-up satisfaction surveys to measure year-over-year improvement • Provide updated training for staff on inclusive communication practices • Review progress toward all KPIs and prepare strategic recommendations

Key Progress Indicators

Goal	KPI	Baseline	Target	Data Source	Frequency	Responsible Party
3.1	% of families satisfied with district communication	TBD	85%+	Family Survey	Annually	Central Office (Communications)
3.1	% of building/district communications offered in multiple languages	TBD	100%	Communication Audit	Annually	Building/Central Office
3.2	# of family engagement events per year	TBD	12+	Event Calendar	Annually	Building/Central Office
3.2	Attendance at family/community events	TBD	Increase yearly	Attendance Data	Per Event	Building/Central Office
3.2	# of formal partnerships with external organizations	TBD	10+	Partnership List	Annually	Central Office

Staff Excellence & Development

Goal explanation:

We will attract, support, and retain a diverse and talented workforce by fostering a culture of growth, collaboration, and appreciation.

Goal 4.1: Attract, Develop, and Retain a Diverse and Highly Qualified Workforce

- Ensure that all staff members are supported through meaningful professional growth, recognition, and an environment where they feel valued, heard, and empowered to thrive.

Objectives:

- Expand recruitment efforts to attract candidates from diverse backgrounds
- Develop a comprehensive induction and mentoring program for new staff
- Increase access to differentiated professional learning aligned to district priorities
- Provide leadership development pathways and succession planning
- Foster a positive school and district culture that promotes wellness and recognition
- Expand the New Teacher Cohort program to teaching years 2 and 3
- Evaluate the effectiveness of the staff evaluation system

Metrics for Success (KPIs):

- Retention rates of new hires after 3 years
- % of staff satisfaction with professional growth opportunities (via survey)
- % of staff participating in leadership development or mentorship roles
- Track performance evaluation data of participants
- # of years New Teachers take part in the New Teacher Cohort Program

Implementation Timeline

<u>School Year</u>	<u>Goals</u>
2025-26	• Launch expanded recruitment partnerships and outreach efforts • Establish updated induction and mentoring programs • Pilot professional learning aligned with new instructional priorities • Launch annual staff culture and retention survey • Expand the New Teacher Cohort program to teaching years 2 and 3
2026-27	• Track and report recruitment and retention metrics • Expand leadership development programs and pathways • Increase number of mentorship matches and training sessions • Offer professional learning tied to district-wide strategic needs
2027-28	• Evaluate impact of staff learning and leadership initiatives • Use survey and retention data to adjust strategies • Sustain successful programs and scale up districtwide

Key Progress Indicators

<u>Goal</u>	<u>KPI</u>	<u>Baseline</u>	<u>Target</u>	<u>Data Source</u>	<u>Frequency</u>	<u>Responsible Party</u>
4.1	Retention rate of staff after 3 years	TBD	85%	HR Data	Annually	HR Director
4.1	% of staff satisfied with professional growth (survey)	TBD	80%+	Staff Survey	Annually	T&L
4.1	# of staff in leadership or mentorship programs	TBD	100+	Mentorship Logs	Annually	HR Director
4.1	Track performance evaluation data of cohort participants	TBD	100% of participants have a score of effective in all areas	Performance Evaluation Data	Annually	HR Director / T&L
4.1	# of years New Teachers take part in the New Teacher Cohort Program	1-Year Program	3-Year Program	Program Outline	One-Time	HR Director / T&L