



# STRATEGIC PLAN 2025-2030

Prepared for the

## GREENWICH TOWNSHIP SCHOOL DISTRICT

GIBBSTOWN, NEW JERSEY

*Facilitated by NJSBA Field Services Department*

**Terri Lewis,**  
Field Services Representative



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# ACKNOWLEDGEMENTS

The Greenwich Township School District Strategic Planning process, completed during the 2024-2025 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

## GREENWICH TOWNSHIP BOARD OF EDUCATION

Erin Herzberg, President  
Andrew Chapkowski, Vice-President  
John Goetaski, Board Member  
Michael Hasenpat, Board Member  
Roseanne Lombardo, Board Member  
Meghann Myers, Board Member  
Susan Vernacchio, Board Member  
Ryan Hudson, Superintendent  
Scott Campbell, Business Administrator

## NEW JERSEY SCHOOL BOARDS ASSOCIATION

Theresa Lewis, Field Service Representative



# STRATEGIC PLANNING PARTICIPANTS

Megan Ballinger

Katherine Caruso

Andrew Chapkowski

Sarah Chapkowski

Kimberly Chila

Martha Deck

Samantha Dick

Linda Dipietro

Chelsea Eagely

Caitlin Feldman

Jill Garren

Lisa Giorgianni

Jesse Golden

Dana Hasenpat

Michael Hasenpat

Roseanne Lombardo

Alyson Martorana

Colleen Moran

Meghann Myers

Anthony Petrutz

Debbie Silvestro

Nichole Trainor



# STRATEGIC PLANNING PROCESS

## Executive Summary

### A. STRATEGIC PLANNING PRE-WORK

In August 2024, the Greenwich Township School District contracted with the New Jersey School Boards Association to assist with their strategic plan. Subsequently, Superintendent Ryan Hudson and Board President Erin Herzberg met with Theresa Lewis from the New Jersey School Boards Association to review the process for strategic planning.

The information discussed at the planning meeting included a review of the following items of business:

- commitment of time and resources
- school and community level involvement
- strategic planning to meet the needs of the district
- the Board and Superintendent's role in the process
- potential participants to be included

A calendar, sample listing of stakeholder groups and invitation templates were provided to Superintendent Hudson and Ms. Herzberg and dates for the strategic planning process were confirmed for the fall of 2024.

### B. 3D STRATEGIC PLAN MEETINGS

**Meeting 1:** On Thursday, October 3, 2024, Terri Lewis from NJSBA facilitated the initial Strategic Planning meeting with district stakeholders. The meeting commenced at 6:00 PM. The meeting included a State of the District Report from Superintendent Ryan Hudson and small group breakout sessions. This meeting set the foundation for the beginning of the strategic plan where we outlined the district strengths and achievements while also identifying areas of challenge.

**Meeting 2:** A subsequent meeting was held on Thursday, October 17, 2024. At this meeting participants were tasked with providing a vision of the future for the school district. The meeting was comprised of small group work and reporting to the larger group. At the conclusion of the meeting, four focus areas were identified and formed the basis for setting goals and objectives.

Results and information from Strategic Planning Meetings 1 and 2 are included in the Strategic Planning Notebook Appendix A, B and C.



**Meeting 3:** On Wednesday, October 30, 2024, the Strategic Planning Committee met and initiated the development of goals and objectives for the plan using the data and the outcomes from the first two planning sessions. They broke into four groups, each covering a focus area identified in meeting 2. Each group presented their final goals and objectives and reviewed the work of other groups in preparation for the finalization of the plan.

## C. DEVELOPING THE ACTION PLANS

The Superintendent and administrative team will develop first year action plans to implement the vision and goals developed in the 3D Strategic Plan. The action plans should include:

1. The actions necessary to accomplish the goals and objectives
2. Select measures for accountability
3. Resources required
4. A timeline for implementation

## D. NEXT STEPS

The board should adopt the strategic plan, and the district will begin implementation of the action plans. The plan can be placed on your website for your staff and community members to review. A copy of the plan should be on your board table/documents to provide a framework for your decision-making.

It is recommended the district review the mission statement to ascertain if it meets their current purpose and values.

It is further recommended that the Strategic Planning Committee meet annually to review the progress toward the strategic plans and review action plans for the upcoming year.



# MISSION STATEMENT

It is our daily mission to help ourselves and others become responsible problem-solvers and planners; to treat ourselves and others with respect and dignity. Winning ways move us all forward.



# GOAL AREAS

Staff Development and Environment  
Community Engagement and Support  
Facilities/Infrastructure/Fiscal  
Instruction and Program





# GOAL AREA #1

## STAFF DEVELOPMENT AND ENVIRONMENT

**Goal Statement:** Cultivate a healthy, collaborative and supportive work environment resulting in passion-filled, high morale staff.

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### Objectives:

- 1) Develop healthy/collaborative relationships between administration and staff.
- 2) Create regularly scheduled opportunities for staff to build skills, mentorships, share resources, etc.
- 3) Provide comprehensive outlines of materials and guidelines to execute a strong learning environment.
- 4) Examine our administrative structure to assure it meets the needs of all students.
- 5) Provide professional development opportunities relevant to staff needs.
- 6) Establish a leadership/mentoring program for staff.



## GOAL AREA #2

# COMMUNITY ENGAGEMENT AND SUPPORT

**Goal Statement:** Create meaningful opportunities for community engagement for our district, community stakeholders and all community members.

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### Objectives:

- 1) Create engaging opportunities to welcome new families and staff members to the school. (I removed the word “town” from here)
- 2) Set communication guidelines between buildings, school district and community.
- 3) Create opportunities for students to engage with community in and outside of the school district.
- 4) Increase positive public relations.
- 5) Increase working relationships with receiving schools.



# GOAL AREA #3

## FACILITIES/INFRASTRUCTURE/FISCAL

**Goal Statement:** Create a modernized, accessible district to support a thriving learning environment.

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### Objectives:

- 1) Develop a plan to upgrade Broad Street School to be more structurally modernized.
- 2) Upgrade facilities to be more green utilizing grants and other tax incentives.
- 3) Re-evaluate and develop the long term plan to right-size buildings.
- 4) Explore opportunities for regionalization.
- 5) Evaluate opportunities to mitigate transportation costs internally.
- 6) Create special education, STEAM and other academies to bring income.
- 7) Ensure students have the latest technology to further academic achievement.



# GOAL AREA #4

## TEACHING AND LEARNING

**Goal Statement: Promote** academic excellence with a concise focus on whole child achievement.

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### Objectives:

- 1) Establish a matrix of tiered instruction for all learners to meet individual needs.
- 2) Establish common practices for measuring student achievement across all grade levels.
- 3) Increase proficiency and growth on state standardized assessments.
- 4) Enhance data informed instruction, including professional development for targeted areas.
- 5) Provide diverse learning opportunities outside of the classroom.
- 6) Develop updated ELA and Math curriculum.
- 7) Incorporate SEL and character development into everyday learning.



# GOAL AREA #5

## STAFFING

**Goal Statement:** Have a highly effective, knowledgeable, caring staff to support the academic, social, and emotional needs of all students.

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**Objectives:**

- 1) Recruit and hire a diversified staff
- 2) Train and retain qualified individuals
- 3) Evaluate current staff positions to determine if they are being utilized effectively.
- 4) Identify and develop new positions to address the changing needs of the students.



# APPENDIX A

## Superintendent's Report: "State of the Schools"



# APPENDIX B

## Meeting 1 Outcomes

### Strengths & Challenges



# APPENDIX C

## Meeting 2 Outcomes

### Vision 2029





# APPENDIX D

## Goal Development



# APPENDIX E

## Strategic Planning Calendar



# APPENDIX F

## First Year Action Plans

