

*Mendham Township  
Public Schools  
Strategic Plan 2006-2010*



*“Destination Excellence:  
Charting a Course for  
Continuous Improvement”*

# *Mendham Township Board of Education*

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## *A Message to Our Community...*

Dear Mendham Township School Community Members:

Approximately eight months ago, the Mendham Township School District took up the challenge to design a strategic plan. The purpose of a long-range strategic plan is to serve as a compass to guide the actions, practices, and policies of a district. Although any strategic planning process may be viewed as a complex endeavor, ours resulted in a remarkable document capturing the voices of hundreds of stakeholders who contributed their thoughts, ideas, and opinions.

“Destination Excellence: Charting a Course for Continuous Improvement,” reflects input from staff and Board of Education members, current and alumnae students, and parents who believe in the unlimited potential of this district. Participation in the process was encouraged by invitations to attend focus groups, complete digital surveys, submit written correspondence, and to engage in a professional development workshop series. Beginning with an internal protocol, the staff and administration worked with Dr. Victoria Bernhardt, author of the School Portfolio Toolkit, and utilized her *Continuums for Continuous Improvement* to evaluate seven elements critical to the effectiveness of an educational organization: Information and analysis, student achievement, quality planning, professional development, leadership, partnership development, and continuous improvement. Based on that data, surveys were developed and scenarios and questions were generated for focus group session using an “appreciative inquiry model”. The compilation of both quantitative and qualitative data provided the foundation for this strategic plan.

Planning and goal setting are essential to the growth of any organization. The priorities of a school district must always remain committed to the input and output framework associated with teaching and learning. In today’s age of state and national accountability and fiscal constraints, it is quite easy for a district to lose sight of its mission, vision, and goals. A strategic plan, such as this equips us with the tools, strategies, and clearly defined outcomes necessary to stay the course.

Ongoing collaboration, much like the concerted efforts to develop this plan, is needed to ensure that our strategic plan is being implemented and evaluated. Measurable objectives will be examined annually and reported out to all community stakeholders. “Destination Excellence: Charting a Course for Continuous Improvement” is a testament to the unprecedented growth potential that each child possesses and a relentless commitment by this district to ensure that complacency never strikes.

Sincerely,  
*Larry Paragano*  
Board of Education, President

## *Superintendent's Introduction...*

Our school system's slogan, "Destination Excellence," communicates our commitment to creating an environment in our schools where students will be challenged to learn, to understand, and to grow into life-long learners and responsible, productive citizens. With our new strategic plan propelling us, we want the best for each and every one of our students. Their social, emotional, and academic achievement is paramount. I give this school community my unwavering energy and commitment to align our actions and beliefs with the mission, goals, and objectives so clearly stated in this plan.

Using this plan as a foundation, the administration and staff will design and prioritize new initiatives and strategies to improve upon current practices. "Destination Excellence: Charting a Course for Continuous Improvement" provides us with the direction needed to meet the needs and desires of all children attending the Mendham Township Public Schools. As a result of this process, several commitments have emerged. These commitments may also be viewed as strategic parameters; the self imposed barometers used when all decisions are made. I believe each and every one is critical to our continuous progress:

1. Ensure safe and well maintained learning environments and facilities as set forth in this strategic plan;
2. Place the needs of students at the forefront of all decision-making required as a result of this strategic plan;
3. Tolerate no behavior or actions that demean any individual or group and represent an adverse philosophy as that stated in our mission, vision, and goals set forth in this strategic plan;
4. Substantiate that fiscal decisions support the social, emotional, and academic growth of our students as set forth in this strategic plan;
5. Assure all building-based decisions are consistent with the district's mission, vision, and goals set forth in this strategic plan; and,
6. Embrace the mission, vision, and goals set forth in this strategic plan.

The direction of this strategic plan is guided by five focus areas that emerged from the process we used. Collectively, it was ascertained that all students in the Mendham Township School District will benefit from high quality instruction and curricular programs, instructional and administrative leadership capacity, community understanding and support of district-wide efforts, supportive and safe learning environments, and accountability systems to support improvement.

I am pleased to present the Mendham Township Schools' Strategic Plan for 2006-2010, published here in a form designed to serve as a reference to those key goals and objectives we believe must guide our collective efforts to improve the learning and achievement of every individual child.

*Sincerely,  
Christine A. Johnson*

"Understanding how we interact, respond, and perform will help us know what is possible, appropriate and what is needed to remain committed to the continuous improvement process."

*Dr. Victoria  
Bernhardt*

# Destination Success...

## Mission Statement

*Mendham Township, a caring, supportive and involved school community, provides all students with a comprehensive educational experience of the highest quality in a nurturing environment serving as a foundation for life-long learning and responsible, productive lives.*



**“There is a brilliant child locked inside every student.”**

*Marva Collins, Educator & author*

## Our Vision

*The Mendham Township School Community will develop, foster, and cultivate the confidence in all students to not only meet, but exceed the potential each and every one of them possesses.*

## We Believe:

- All students’ learning experiences will be enhanced through extended relationships with parents, local associations, and the community at-large;
- All students must be given voice and skills needed to actively participate in their education;
- The social, emotional, and academic growth of each child is paramount;
- All students must be challenged by a relevant and rigorous curriculum guided by clearly defined learning outcomes;
- All students’ needs must be met by differentiating the teaching and learning environment;
- A commitment to the study of people, places, and cultures in a global context will better prepare students for life in the twenty-first century;
- Each and every member of the school community must be treated with dignity and respect;
- Innovative funding sources will enhance our students’ educational opportunities and demonstrate fiscal responsibility to our community.

*“Destination Excellence:  
Charting a Course for  
Continuous Improvement”*



*Focus Areas*  
*Goals*  
*Objectives*  
*Targets and Strategies*  
*Assigned Responsibility*

*Focus Area #1: High Quality Instructional & Curricular Programs*  
 The Mendham Township School District is committed to providing all students with high quality instructional and curricular programs.



I hear & I forget.  
 I see and I remember.  
 I do and I understand.  
 Confucius

*Related Goals & Objectives*

**Goal #1** To ensure the implementation of research-based instructional strategies and content pedagogical best practices guide the teaching and learning process.

**Objective 1.1.a** The Mendham Township School District will design and implement instructional frameworks based on the interests, learning styles, and readiness levels of all children;

Target Date	Strategy	Responsibility
By the end of June 2007	Offer, on a voluntary basis, a differentiated instruction teaching and learning academy for instructional staff regarding the methodologies geared towards addressing the special interests, learning styles, and readiness levels of all students.	Superintendent and Administration
By the end of June 2008	Provide training in the area of differentiated instruction for all instructional staff regarding the methodologies geared towards addressing the special interests, learning styles, and readiness levels of all students.	Superintendent and Administration
By the end of June 2009	Design clearly defined expectations regarding the implementation of instructional methodologies geared toward addressing the special interests, learning styles, and readiness levels of all students.	Superintendent and Administration
	Provide tiered professional development in the area of differentiated instruction for novice or new to the district teachers.	Superintendent and Administration
By the end of June 2010	Formally integrate differentiated instructional methodologies and strategies into the informal observation process.	Administration

**Objective 1.1.b. The Mendham Township School District will study research-based, best practices and strategies in all content areas and will commit to ongoing implementation to enhance the teaching and learning process;**

Target Date	Strategy	Responsibility
By the end of June 2008	<p>Building committees will study the research of best practices across content areas and present relevant information and during faculty, grade level and department meetings.</p> <p>Building committees will analyze current practices presented by Mendham Township staff and compared with the identification of research-based best practices in the core curriculum content areas.</p>	<p>Principals and Staff</p> <p>Principals and Staff</p>
By the end of June 2009	<p>Compile instructional and pedagogical best practices and make them available to all staff in a digital file for reference.</p> <p>Institute a collegial/peer coaching program so that staff members may attempt newly discovered best practices and reflect upon the effectiveness of implementation during a lesson or series of lessons.</p>	<p>Administration/Principals and Staff</p> <p>Administration/Principals and Staff</p>
By the end of June 2010	Develop a plan for each content area to regularly implement an agreed upon research-based, instructional best practice and collect baseline data for future comparative analysis of student achievement in the respective area.	Principals and Staff

**Goal #2** To routinely review, renew, and evaluate standards-based curricula designed with skills, content, and concepts clearly delineated by grade level.

**Objective 1.2a.** The Mendham Township School District will utilize the district’s Curriculum Renewal and Evaluation Plan as the basis for developing, evaluating, and renewing all curricular programs;

Target	Strategy	Responsibility
By the end of June 2007	Train all administrative staff and teachers intending to participate in curriculum writing committees in the philosophies and practical applications associated with the Board of Education approved Curriculum Renewal and Evaluation Plan.	Superintendent
	Develop a quick-reference manual outlining the ways in which the Curriculum Renewal and Evaluation Plan will become institutionalized.	Superintendent
By the end of June 2008	Offer additional training for any staff intending to participate in curriculum writing committees in the philosophies and practical applications associated with the Board of Education approved Curriculum Renewal and Evaluation Plan.	Superintendent
By the end of June 2009	Evaluate the effectiveness of the Curriculum Renewal and Evaluation Plan as it relates to student achievement, responsiveness to changes in state and national standards, and usability of documents by staff.	Administration/Principals and Staff
By the end of June 2010	Review, revise and adjust all components of the Curriculum Renewal and Evaluation Plan relative to feedback and input provided by selected stakeholders.	Superintendent

**Goal #3** To promote the hiring and retention of the most qualified and effective personnel in all functional areas of the school district.

**Objective 1.3.a. The Mendham Township School District will employ carefully designed hiring procedures and employment recruitment through collegiate and university partnerships, job fair attendance, and the publication of recruitment materials;**

Target	Strategy	Responsibility
By the end of June 2007	Conduct an evaluation of current recruitment practices and hiring procedures by surveying all employees hired since 2003 and hosting a random focus group.	Superintendent Business Administrator Human Resources
By the end of June 2008	Devise a recruitment plan and train those responsible for facilitating and hiring process.	Superintendent Business Administrator Human Resources
By the end of June 2009	Implement newly designed recruitment and hiring practices as outlined in the district's plan.	Superintendent Administrators Business Administrator Human Resources
By the end of June 2010	Collect input from employees hired since 2006 and host department and/or building level focus groups in order to evaluate newly designed and implemented recruitment and hiring practices.	Superintendent Human Resources Administration

**Objective 1.3.b. The Mendham Township School District will provide new staff to the profession and to the district with a high-quality, differentiated induction program;**

Target	Strategy	Responsibility
By the end of June 2007	Conduct an evaluation of the current teacher induction model by surveying and hosting focus groups with teachers hired since 2000.	Administration Local Professional Development Committee
By the end of June 2008	Analyze and revise the current teacher induction plan to reflect both quantitative and qualitative data collected from the focus groups and staff surveys.  Explore non-instructional staff induction plans from school districts and other work environments.	Administration Local Professional Development Committee  Superintendent Business Administrator Human Resources
By the end of June 2009	Implement the newly revised teacher induction plan and collect ongoing data.  Design a non-instructional staff induction plan utilizing best practices related to each respective field and train supervisors responsible for facilitating the plan.	Administration Local Professional Development Committee  Superintendent Business Administrator Human Resources
By the end of June 2010	Conduct an evaluation of the revised teacher induction model by surveying and hosting focus groups for teachers hired after 2007.  Implement an induction plan for all non-instructional personnel.	Administration Local Professional Development Committee  Superintendent Administration Human Resources

*Focus Area #2: Instructional & Administrative Leadership Capacity*  
*The Mendham Township School District is committed to building instructional and administrative leadership capacity.*



*Related Goals & Objectives*

**Goal #1 To provide all instructional staff on-going high-quality professional development focused on improving the quality of student learning.**

**Objective 2.1.a. The Mendham Township School District will utilize an array of data to develop an effective and meaningful annual professional development plan that differentiates opportunities based on professional assignment and experience;**

Target	Strategy	Responsibility
By the end of June 2007	The Local Professional Development Committee will utilize evaluation techniques after each professional development experience and design annual surveys to adjust current activities and practices and guide long range planning.	Superintendent Administration LPDC
By the end of June 2008	The local professional development committee will utilize data collected from staff to design a multi-dimensional and multi-tiered professional development plan that reflects a partnership with a local college or university and a neighboring district.	Superintendent Administration LPDC
By the end of June 2009	The local professional development committee will evaluate the effectiveness of the district's collaborative partnership with a local college or university and a neighboring district after its first year as it relates to the implementation of a multi-dimensional, multi-tiered approach to professional development.	Superintendent Administration LPDC
By the end of June 2010	The local professional development committee will evaluate the effectiveness of the district's collaborative partnership with a local college or university and a neighboring district after its second year as it relates to the implementation of a multi-dimensional, multi-tiered approach to professional development.	Superintendent Administration LPDC

**Objective 2.1.b. The Mendham Township School District will expand professional growth opportunity vehicles to all life-long adult learners employed in our schools;**

Target	Strategy	Responsibility
By the end of June 2007	Introduce, offer, and conduct teaching and learning academies and study groups to all instructional staff members based on research based strategies and best practices as defined in a long range plan.	Superintendent Administration Consultants Staff
By the end of June 2008	Expand beyond current professional development vehicles to offer instructional staff varied times and venues to participate in learning opportunities.  Introduce, offer, and conduct job related practical learning experiences for all clerical and administrative assistant support staff as defined in a long range plan.	Superintendent Administration LPDC  Superintendent Principals Business Administrator
By the end of June 2009	Introduce, offer, and conduct job related practical learning experiences for all custodial and maintenance staff as defined in a long range plan.	Business Administrator Supervisor of Buildings and Grounds Consultants
By the end of June 2010	Introduce, offer, and conduct job related practical learning experiences for all transportation staff as defined in a long range plan.	Business Administrator Supervisor of Transportation

**Objective 2.1.c. The Mendham Township School District will devote appropriate funding to the planning and implementation of professional development workshops and ancillary opportunities.**

Target	Strategy	Responsibility
By the end of June 2007	Explore funding opportunities available through professional associations, foundations, corporate entities, and universities.	Superintendent Administration Business Administrator
	Develop small cadres of teacher leaders, evolving from academy learning and study group participation, to serve as instructional role models and resources for colleagues.	Superintendent Principals LPDC
By the end of June 2008	Establish relationships and initial steps to secure innovative funding for professional development opportunities.	Superintendent Business Administrator
	Expand cadres of teacher leaders evolving from academy learning and study group participation.	Superintendent Principals LPDC
By the end of June 2009	Implement at least one grant and one partnership awarded or forged with a professional association, corporate entity, or university.	Superintendent Administration Staff
	Utilize teacher leaders to facilitate in-house professional development opportunities for colleagues.	Superintendent Principals LPDC
By the end of June 2010	Expand upon established grants and partnerships by seeking and establishing additional relationships to secure innovative funding for professional development opportunities.	Superintendent Principals LPDC
	Design an evaluation tool to determine the effectiveness of the program(s) generated as a result of new funding source or partnership.	Superintendent
	Create an evaluation tool to collect input from instructional staff regarding the merits and effectiveness of collegial, instructional role models and the impact on efficacy.	Superintendent Administration LPDC

**Goal #2 To ensure all district employees participate in learning communities in which teams work collaboratively to solve, initiate, and reflect upon current students' needs and future challenges.**

**Objective 2.2.a. The Mendham Township School District will encourage collaborative dialogues, committee structures, and the use of input and feedback gathering tools to reflect upon ways to proactively initiate solutions and address potential challenges;**

Target	Strategy	Responsibility
By the end of June 2007	Develop purposes, processes, and protocols for the effective utilization of building based leadership teams.	Principals Staff
By the end of June 2008	Enact and apply protocols for identifying challenges and successes present at the building level within the framework of a School Portfolio.	Principals Staff
By the end of June 2009	Present the School Portfolio to building wide staff exemplifying data based on continuous improvement continuums as outlined in Dr. Victoria Bernhardt's work.	Superintendent Principals Staff
	Prepare the building leadership teams to integrate the School Portfolio into the facilitation of "data dialogues".	Superintendent Principals Staff
By the end of June 2010	Evaluate the effectiveness and work accomplished by the building based leadership teams and recommend modifications related to the established purpose, processes, and protocols.	Superintendent Principals Staff

**Objective 2.2.b. The Mendham Township School District will support professional learning to address the needs of all students through building-based leadership, grade level, administrative, department, clerical, and interest-based teams;**

Target	Strategy	Responsibility
By the end of June 2007	Explore protocols developed by professional associations and organizations for the purpose of effectively managing grade level, department, clerical, and administrative meetings by engaging participants in quality dialogues.	Superintendent Administration
By the end of June 2008	Identify protocols most suitable for grade level, department, clerical, and administrative meetings.	Superintendent Administration
	Train meeting facilitators in appropriate related protocols for implementation.	Superintendent Administration Staff
By the end of June 2009	Host dialogues to reflect upon the implementation and effectiveness of selected protocols.	Superintendent Administration Staff
By the end of June 2010	Modify processes associated with selected protocols or select new protocols to better suit the needs of the meetings' purposes.	Superintendent Administration

*Focus Area #3: Community Understanding & Support of District-wide Efforts*  
*The Mendham Township School District is committed to designing opportunities to strengthen community understanding and support of district-wide efforts.*



*Related Goals & Objectives*

**Goal #1 To involve parents, community members, and local agencies as learners and partners in the development of community-oriented schools.**

**Objective 3.1.a. The Mendham Township School District will provide timely and meaningful opportunities for district parents and the community-at-large to participate in programs and special offerings during and after the school day;**

Target	Strategy	Responsibility
By the end of June 2007	Work collaboratively with Parent Network, a committee of the Home and School Association to organize and deliver timely and meaningful learning opportunities to district parents.	Superintendent Principals Special Services Business Administrator
	Conduct focus groups with interested community members in order to identify areas of interest related to potential involvement in school related activities, events or programs available for attendance, and potential courses to be offered through the Pathways to Learning Program.	Superintendent Business Administrator
By the end of June 2008	Develop and enact a plan that identifies the activities and events to invite parents, local agency leaders, township officials, department heads, community groups and local boards to participate in.	Superintendent Principals Special Services Business Administrator
	Continue to work collaboratively with Parent Network, a committee of the Home and School Association, to organize and deliver timely and meaningful learning opportunities to district parents.  Pilot an evening community learning strand of	Superintendent  Business Administrator

	<p>courses through the Pathways to Learning Program for adults in the community.</p> <p>Establish a comprehensive database housing the contact information of all local agency leaders, township officials, department heads, community groups, and local boards.</p>	
By the end of June 2009	<p>Continue to work collaboratively with Parent Network, a committee of the Home and School Association, to organize and deliver timely and meaningful learning opportunities to district parents.</p> <p>Update the database housing the contact information of all local agency leaders, township officials, department heads, community groups, and local boards.</p>	<p>Superintendent Principals Special Services Business Administrator</p> <p>Superintendent Business Administrator</p>
By the end of June 2010	<p>Continue to work collaboratively with Parent Network, a committee of the Home and School Association, to organize and deliver timely and meaningful learning opportunities to district parents.</p> <p>Evaluate the receptiveness and participation levels in school related activities and specially designed programs offered to parents and community members.</p>	<p>Superintendent Principals Special Services Business Administrator</p> <p>Superintendent</p>

**Goal #2 To have safe, well maintained and appropriately equipped schools that provide adequate and flexible space for students and community members to learn, play and socialize.**

**Objective 3.2.a. The Mendham Township School District will promote the use of its facilities to local agencies, groups, and organizations.**

Target	Strategy	Responsibility
By the end of June 2007	Monitor and update the district's comprehensive maintenance and long-range facilities plan.	Business Administrator
	Evaluate the usage of district facilities as measured by the number of community groups, days of the week, length of program, hours, and the amount of participants hosting events in either school.	Business Administrator
By the end of June 2008	Monitor and update the district's comprehensive maintenance and long-range facilities plan.	Business Administrator
	Digitize the use of facilities forms and monthly usage calendar.	Business Administrator
	Actively identify and invite community groups to tour school facilities and host events or performances.	Superintendent Business Administrator
By the end of June 2009	Monitor and update the district's comprehensive maintenance and long-range facilities plan.	Business Administrator
By the end of June 2010	Monitor and update the district's comprehensive maintenance and long-range facilities plan.	Business Administrator
	Evaluate the usage of district facilities as measured by the number of community groups, days of the week, length of program, hours, and the amount of participants hosting events in either school and adjust processes and protocols as needed.	Business Administrator

**Goal #3 To establish communication vehicles that generate community support by increasing awareness and knowledge of district, building, and classroom activities.**

**Objective 3.3.a. The Mendham Township School District will develop and implement a comprehensive communication plan;**

Target	Strategy	Responsibility
By the end of June 2007	Conduct a communication needs assessment.  Outline a two-tiered approach related to the vehicles and timelines for disseminating news, posting information & expectations, providing timely updates, and the processes and protocols for collecting feedback from recipients in a comprehensive communication plan.	Superintendent  Superintendent
By the end of June 2008	Implement the first tier of the communication plan as it relates to needs identified by parents, students, staff, and community members.	Superintendent Business Administrator Special Services Principals Staff
By the end of June 2009	Implement the second tier of the communication plan as it relates to needs identified by parents, students, staff, and community members.	Superintendent Business Administrator Special Services Principals Staff
By the end of June 2010	Evaluate the effectiveness of the communication plan by hosting an open forum and collecting survey data.	Superintendent

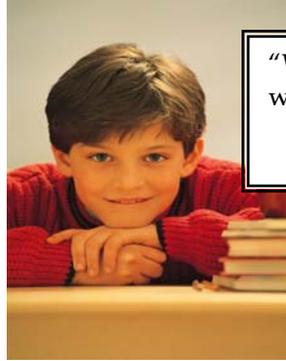
**Goal #4 To develop financial processes that generate community support by communicating cost-effective spending practices and the capitalization on innovative funding sources.**

**Objective 3.4.a. The Mendham Township School District will seek grant and innovating funding sources to enhance academic, extra-, and co-curricular activities, as well as the aesthetics and function of both school buildings;**

Target	Strategy	Responsibility
By the end of June 2007	Organize and gather community support groups to determine what aspects of the district could utilize additional and alternative funding.	Superintendent Business Administrator
	Forge relationships with those interested in initiating an Education Foundation for the Mendham Township School District.	Superintendent
	Study examples of best practices in the area of shared services throughout New Jersey and identify potential relationships that the Mendham Township District could forge.	Superintendent Business Administrator
	Establish the publication of an annual newsletter dedicated solely to fiscal practices, creative funding sources sought after, and the financial successes attained by the district.	Superintendent Business Administrator
By the end of June 2008	Research and investigate grant opportunities and innovative funding sources as identified by community support groups.	Superintendent Business Administrator
	Work collaboratively with an established Education Foundation Board to introduce the purpose, mission, and goals of the Foundation to staff and the community-at-large.	Superintendent
	Disseminate an annual newsletter dedicated solely to fiscal practices, creative funding sources sought after, and the financial successes attained by the district.	Business Administrator
By the end of June 2009	Apply for grants and secure innovative funding to support and enhance the academic, extra- and co-curricular activities offered to children in the district.	Superintendent
	Work collaboratively with an established Education Foundation Board to initiate funding activities and to identify funding sources in order to support, extend, and enhance academic, extra- and co-curricular activities offered to Mendham Township students.	Superintendent
	Disseminate an annual newsletter dedicated solely to fiscal practices, creative funding sources sought after, and the financial successes attained by the district.	Business Administrator



*Focus Area #4: Supportive and Safe Learning Environments*  
 The Mendham Township School District is committed to providing all students with  
 supportive and safe learning environments.



“We must become the change  
 we want to see in the world.”  
 Gandhi

*Related Goals & Objectives*

**Goal #1 To ensure the treatment of dignity and reciprocal respect between and among all stakeholders of the school community.**

**Objective 4.1.a. The Mendham Township School District will have formal and informal protocols for appropriate behavior and treatment of others.**

Target	Strategy	Responsibility
By the end of June 2007	Collect data in search of patterns of inappropriate behaviors or maltreatment between and among district stakeholders.	Administrative Team Staff Students Parents
By the end of June 2008	Renew documents and protocols outlining expected behaviors to include educational programs for students, professional development for teachers, and supporting policy for administrators.  Establish a renewed chain of command and a protocol for home and school problem solving.	Superintendent Administrative Team  Superintendent Administrative Team
By the end of June 2009	Implement formal behavioral programs proactively targeting problem areas.	Superintendent Administrative Team
By the end of June 2010	Evaluate and modify formal program and informal guidelines related to protocols and practices to support reciprocal respect between and among stakeholders.	Administrative Team Staff Students Parents

**Goal #2 To support and encourage all students to be risk-takers and confident contributors to support the teaching and learning processes.**

**Objective 4.2.a. The Mendham Township School District will foster the development of analytical thinking, life skills, and cooperative learning by integrating experiences into curricula that enhance authentic, life-long learning and provide opportunities for choice;**

Target	Strategy	Responsibility
By the end of June 2007	<p>Establish a protocol for sharing relevant research and practical application of learning activities that promote choices offered to students during the teaching and learning process based on interest or learning profile.</p> <p>Institute an array of Pathways to Learning courses for children in the community to choose from during the fall/winter, winter/spring, and in the summer to provide enriching learning experiences.</p> <p>Establish a coordinator, job description, and procedures for Pathways to Learning courses during the school year and the summer.</p>	<p>Principals Staff</p> <p>Principals</p> <p>Principals</p> <p>Superintendent</p> <p>Superintendent</p> <p>Superintendent Principals</p>
By the end of June 2008	<p>Train elementary and middle school staff in the Johnson and Johnson cooperative learning model.</p> <p>Study the <i>Schools Attuned Program</i> in committee, and identify the strategies that are appropriate for content-area, curricular integration of cooperative, problem-based learning experiences at the elementary and middle school levels.</p> <p>Train elementary and middle school staff on the <i>Schools Attuned Program</i> and the ways in which cooperative learning is impacted by the focus on and integration of <i>attuning strategies</i> into the teaching and learning process.</p> <p>Educate parents of elementary and middle school</p>	<p>Superintendent Principals Staff</p>

	<p>students on the <i>Schools Attuned Program</i> and the ways in which learning is impacted by the focus on and integration of <i>attuning strategies</i> into the teaching and cooperative learning process.</p> <p>Continue to offer an array of Pathways to Learning courses for children in the community to choose to register for during the fall/winter, winter/spring, and in the summer to provide enriching learning experiences.</p> <p>Conduct a formal evaluation of the Pathways to Learning Program by disseminating a survey and analyzing the results and feedback provided by parents and student participants.</p> <p>Plan and institute a summer camp for students that focus on the social, emotional, and academic development of participants.</p> <p>Establish elementary and middle school study groups to examine innovative ways to enhance lunch, recess, and enrichment periods by providing students with expanded choices based on students' learning profiles, interests, and readiness levels.</p>	
By the end of June 2009	<p>Curriculum documents will reflect the integration of <i>attuning strategies</i> by clearly identifying evidence-based outcomes and project-based learning experiences reflecting student engagement and practical application at the elementary and middle school levels.</p> <p>Establish a professional training and modeling process at the elementary and middle schools for the implementation of newly designed cooperative project-based learning experiences, inspired by the <i>Schools Attuned Program</i>.</p> <p>Institute a professional sharing protocol in which staff members present one lesson or unit that exemplifies student choices in the learning process.</p> <p>Institute an array of Pathways to Learning courses for children in the community based on the previous school year's evaluation, during the fall/winter, winter/spring, and in the summer to provide enriching learning experiences.</p> <p>Develop a best practices electronic file that enables staff to examine lessons and/or units that exemplify methods and strategies for student choices in the learning process.</p>	<p>Superintendent Principals</p> <p>Principals</p> <p>Superintendent Principals Staff</p> <p>Superintendent</p> <p>Superintendent Principals</p>
By the end of June 2010	<p>Curriculum documents will reflect the integration of <i>attuning strategies</i> by clearly identifying evidence-based outcomes and cooperative</p>	<p>Superintendent Principals Staff</p>

	<p>problem-based learning experiences reflecting student engagement and practical application at the middle school level.</p> <p>Establish a professional training and modeling process at the middle school for the implementation of newly designed cooperative project-based learning experiences, inspired by the <i>Schools Attuned Program</i>.</p> <p>Establish K-8 related arts teams to design cooperative interdisciplinary, problem-based learning experiences and rubrics for assessment that incorporate the <i>attuning strategies</i>.</p> <p>Host authentic student led presentations, conferences, and interactive forums at the elementary and middle school levels in which students display their level of comfort with and acquisition of the <i>attuning strategies</i>, as applied to the exposition of problem-based learning experiences, independently and in teams.</p> <p>Design essential questions for focus groups to respond to and request further exploration of the merits and results of cooperative problem-based learning experiences, inspired by the <i>Schools Attuned Program</i>.</p> <p>Introduce and assess interdisciplinary, cooperative problem-based learning experiences that incorporate <i>attuning strategies</i> in the related arts areas at the elementary and middle school levels.</p> <p>Conduct a formal evaluation of the Pathways to Learning Program and summer camp by disseminating a survey and analyzing the results and feedback provided by parents and student participants.</p> <p>Expand upon the best practices electronic file that enables staff to examine lessons and/or units that exemplify methods and strategies for student choices in the learning process and enact a bi-annual protocol in which staff members share reflections regarding the use of the electronic file and newly designed lessons and/or units.</p>	<p>Principals</p> <p>Superintendent Principals Staff</p> <p>Superintendent Special Services</p> <p>Principals</p>
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**Goal #3 To design and implement support systems that promote the emotional, physical, and social development of all students.**

**Objective 43.a. The Mendham Township School District will develop and implement a comprehensive student health and fitness plan;**

Target	Strategy	Responsibility
By the end of June 2007	Study contemporary research on the physical and emotional health issues and behaviors that put children and adolescents at risk.	Superintendent Special Services Principals Guidance  Superintendent Principals  Special Services
By the end of June 2008	Conduct small group dialogues with students, staff, parents, and the community at-large to align contemporary research findings with those identified by the Mendham Township School Community.  Coordinate efforts with parents and community primary care providers to expand community health information infrastructure.  Design and implement a comprehensive health and fitness education plan, reflective of the collected and analyzed data, that details the steps needed to design activities and curricula that will promote healthy habits for and reduce unhealthy behaviors by our students, and expand the health information infrastructure.	Special Services Nurses Staff
By the end of June 2009	Design and implement activities for students at the elementary and middle school levels that promote healthy habits and choices throughout the school day.  Conduct a parental survey for the purpose of evaluating the usefulness of health related notifications and information distributed throughout the year via the communication vehicles outlined in the comprehensive health and fitness plan.	Principals Special Services Guidance Nurses Staff  Special Services
By the end of June 2010	Review, revise and adjust all components of the comprehensive health and fitness plan relative to emerging health concerns and feedback and input provided by all stakeholders.	Special Services Nurses Staff

**Objective 4.3.b. The Mendham Township School District will design and implement training and district programs to promote social and emotional wellness, and decision-making skills of all students;**

Target	Strategy	Responsibility
By the end of June 2007	Collect input from students, staff and parents regarding positive aspects of school climate and the negatives such as bullying, intolerance and lack of fair play and design a long-range program plan.	Superintendent Principals Guidance Staff
	Conduct a review of guidance services and develop a program plan designed to equip students with skills, attitudes and knowledge to effectively learn and understand the importance of life and interpersonal skills, academics, and the connectivity between work, home and community.	Superintendent Principals Guidance Staff
		Superintendent Principals
		Superintendent Principals Guidance
By the end of June 2008	Design and infuse a program with a holistic approach to curriculum that identifies desirable character traits and core values, and identifies decision-making skills that promote peaceful and productive learning environments.	Superintendent Principals Guidance
	Implement innovative multi-age programs, utilizing school and community resources that reinforce core values through collaborative lessons and peer support.	Superintendent Principals Guidance Staff
	Clearly communication behavior standards and expectations as outlined in the district's long-range program plan to address school climate.	Superintendent Principals Guidance
	Present and plan for the implementation of foundational components found in the comprehensive guidance plan.	Principals Guidance Staff
	Develop activities that establish a sense of community for students transitioning to the middle and high schools, into the district, and students returning form out-of district placements.	
By the end of June 2009	Implement a district-wide adult-student mentor	Principals

	<p>program in order to enhance learning experiences and expand role models for students that enhance the social and emotional growth of all students.</p> <p>Provide opportunities for students to be brought into roles of leadership and decision-making through student government, peer conflict mediation programs and cross-age tutoring.</p> <p>Offer parent education programs that help parents support their children in achieving success while managing the daily pressures that accompany student life.</p> <p>Develop a community-based program for prevention and intervention of substance abuse with input from parents, students and community organizations.</p>	<p>Guidance Staff</p> <p>Superintendent Principals [Parent Network]</p> <p>Special Services</p>
By the end of June 2010	Evaluate relevant data collected as dictated by the long-range program plan to enhance school climate.	Superintendent Administrative Team

**Goal #4 To continuously review, renew, and evaluate the content and practices associated with the district's Emergency and Crisis Management Plan.**

**Objective 4.4.a. The Mendham Township School District will conduct annual comprehensive safety and security audits in each school;**

Target	Strategy	Responsibility
By the end of June 2007	<p>Conduct a safety and security audit for the school district's buildings and emergency &amp; crisis management plan with the input off the local office of emergency management.</p> <p>Provide emergency and crisis management training for all district staff, administrators, and substitutes as related to the procedures and protocols in the district's plan.</p>	<p>Superintendent Administrative Team</p> <p>Superintendent Administrative Team</p>
By the end of June 2008	<p>Conduct an annual safety and security audit and make any necessary modifications to the district's plan.</p> <p>Provide emergency and crisis management training for all district staff, administrators, and substitutes as related to the procedures and protocols in the district's plan.</p> <p>Provide emergency and crisis management training for all after school and evening personnel and supervisors of ancillary programs as related to the procedures and protocols in the district's plan.</p>	<p>Superintendent Administrative Team</p> <p>Superintendent Administrative Team</p> <p>Superintendent Administrative Team</p>
By the end of June 2009	Conduct an annual safety and security audit and	Superintendent

	<p>make any necessary modifications to the district's plan.</p> <p>Provide emergency and crisis management training for all district staff, administrators, and substitutes as related to the procedures and protocols in the district's plan.</p> <p>Provide emergency and crisis management training for all after school and evening personnel and supervisors of ancillary programs as related to the procedures and protocols in the district's plan. Revise training protocols based on evaluations provided by district staff and ancillary program supervisors.</p>	<p>Administrative Team</p> <p>Superintendent Administrative Team</p> <p>Superintendent Administrative Team</p>
By the end of June 2010	<p>Conduct an annual safety and security audit and make any necessary modifications to the district's plan.</p> <p>Provide emergency and crisis management training for all district staff, administrators, and substitutes as related to the procedures and protocols in the district's plan.</p> <p>Provide emergency and crisis management training for all after school and evening personnel and supervisors of ancillary programs as related to the procedures and protocols in the district's plan.</p> <p>Revise training protocols based on evaluations provided by district staff and ancillary program supervisors.</p>	<p>Superintendent Administrative Team</p> <p>Superintendent Administrative Team</p> <p>Superintendent Administrative Team</p> <p>Superintendent Administrative Team</p>

*Focus Area #5: Accountability Systems to Support Improvement*  
*The Mendham Township School District is committed to designing and utilizing accountability systems to support district-wide improvement.*



“Never doubt that a small group of thoughtful citizens can change the world. Indeed it is the only thing that ever has.”  
*Margaret Mead*

*Related Goals & Objectives*

**Goal #1 To develop an on-going comprehensive system of accountability that supplies data to and from schools to measure improvement and guide renewal on a broad range of indicators.**

**Objective 5.1.a. The Mendham Township School District will design a data plan reflecting desired measurements of improvement, reporting timelines, and communication vehicles in order to improve upon all district operations, practices, and procedures;**

Target	Strategy	Responsibility
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<p>By the end of June 2007</p>	<p>Design a two-tiered comprehensive data plan, identifying relevant and desired data points and outcomes, vehicles for collection, digital infrastructure for warehousing, and the means by which data will be reported out.</p> <p>Study protocols for designing, publicizing, and hosting “data dialogues”.</p> <p>Educate and prepare staff for the methods needed to collect tier-one data.</p>	<p>Superintendent Special Services Principals Business Administrator</p> <p>Superintendent</p> <p>Superintendent Special Services Principals Business Administrator</p>
<p>By the end of June 2008</p>	<p>Analyze tier-one data and model the presentation of results to staff through a selected “data dialogue” protocol in order to inform and elicit feedback, relevant to the district’s comprehensive data plan.</p> <p>Educate and prepare staff for the methods needed to collect tier-two data.</p>	<p>Superintendent Special Services Principals Business Administrator Staff</p> <p>Superintendent Special Services Principals Business Administrator Staff</p>
<p>By the end of June 2009</p>	<p>Complete a two-year comparative analysis of tier-one data and host a “data dialogue” with the staff and community to inform and elicit feedback from participants, relevant to the district’s comprehensive data plan.</p> <p>Analyze tier-two data and model the presentation of results to staff through the selected “data dialogue” protocol in order to inform and elicit feedback, relevant to the district’s comprehensive data plan.</p>	<p>Superintendent Special Services Principals Business Administrator Staff</p> <p>Superintendent Special Services Principals Business Administrator Staff</p>
<p>By the end of June 2010</p>	<p>Conduct a three-year comparative analysis of tier-one data and a two-year comparative analysis of data and host a large scale “data dialogue” event with the staff and community to inform and elicit feedback from participants, relevant to the district’s comprehensive data plan.</p> <p>Provide a written summative evaluation of tier-one and tier-two data for the purpose of direction setting and future planning.</p> <p>Host focus groups with the staff and community elicit feedback in relation to the “data dialogues” and generate input for future direction setting and strategic planning.</p>	<p>Superintendent Special Services Principals Business Administrator Staff</p> <p>Superintendent</p> <p>Superintendent</p>

**Goal #2 To utilize effective management and information systems in order to increase efficiency and responsiveness to presented results.**

**Objective 5.2.a. The Mendham Township School District will implement technology driven information systems to collect, manage, and analyze data to assist in decision-making processes and planning;**

Target	Strategy	Responsibility
By the end of June 2007	Study and evaluate technology-based information and management systems.	Superintendent Special Services Principals Business Administrator
	Expand the fund accounting module of Systems 3000 to include the payroll and human resources components.	Business Administrator
By the end of June 2008	Train staff and implement basic operational components of the selected district-wide, web-based student information and management systems.	Superintendent Principals Special Services Consultants
By the end of June 2009	Expand upon the implementation of management and student information systems' tools to collect and warehouse data in order to assist staff with local, state and federal mandated reporting, and with the teaching and learning process.	Superintendent Principals Special Services Consultants
By the end of June 2010	Evaluate and provide a written summary of the efficiency related to the utilization of the district's student information and management systems.	Superintendent