



Mendham Township School District Strategic Plan 2018-2023



Table of Contents

Acknowledgements

District Mission Statement

Executive Summary of Strategic Planning Process

Outcomes from Meetings 1 and 2

Goal Areas

Goals and Objectives

Goal #1 – Academic Preparedness

Goal #2 – Health, Wellness, and Safety

Goal #3 – Community Connectedness

Action Plans



Acknowledgements

The Mendham Township School District's 3D Strategic Planning process, completed during the 2017-2018 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Mendham Township Board of Education

Brian Jendryka, President

Aadithya Thayyar, Vice-President

Kenneth Elgarten

Heather Fraser

Richard Gondek

Gretchen Holquist

Fion Wood

Salvatore M. Constantino, Ed.D., Superintendent of Schools

Thomas Kryger, Business Administrator/Board Secretary

Staff, Parents, and Community Members

Too many to list individually. Thank you for your support.

New Jersey School Boards Association

**Charlene Peterson
Field Services Representative**



School District Mission Statement

***Mendham Township, a caring,
supportive and involved school
community, provides all students with
a comprehensive educational
experience of the highest quality
incorporating the New Jersey Student
Learning Standards, in a nurturing
environment serving as a foundation
for life-long learning and responsible,
productive lives. Our vision is to
provide the best education for Every
Student, Every Day.***



3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

New Jersey School Boards Association provided information to the district on the 3D Strategic Planning Services available through NJSBA.

The information included a review of the following considerations and requirements:

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

In November 2017, the Board contracted with NJSBA for these services.

B. 3D Strategic Plan Meetings

On March 1, March 14, and April 10, 2018, Charlene Peterson facilitated three Strategic Planning meetings. Outcomes of these meetings include:

1. District Strengths/Achievements and Challenges/Opportunities,
2. The vision of the future for the district five years from now
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all three of the Strategic Planning Meetings.

C. Developing the Action Plans

The Superintendent and Administrative Team will develop action plans to implement the 3D Strategic Plan. The action plans will include:

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



Outcomes of Meetings 1 and 2

Strengths/Achievements
Challenges/Opportunities
and
Visions



Session 1 of 3 -

What are the Strengths/Achievements and Challenges/Opportunities of the Mendham Township School District?

On March 1, 2018, Mendham Township School District administrators, staff, Board members, parents, and community members came together to initiate strategic planning. The first evening's topic focused on the strengths/achievements and challenges/opportunities of the Mendham Township School District. The meeting began with welcoming remarks by Aaditha Thayyer, Vice-President of the Board of Education. Dr. Salvatore Constantino, Superintendent, and Principals Julianne Kotcho and Dr. Patrick Ciccone provided an informative overview of the district. Facilitator Charlene Peterson from New Jersey School Boards Association introduced the strategic planning process and assisted throughout the process.

The participants gathered in small blended stakeholder groups to identify the strengths/achievements and challenges/opportunities of the Mendham Township Schools through brainstorming and the sharing of ideas. After discussion, each group came to a consensus and presented their ideas to the full group of meeting participants.

Small Group 1:

Strengths/Achievements	Challenges/Opportunities
Student achievement/academics	Social responsibility
Parent involvement	Global education - diversity
Community support	School/home life/work balance
Expectation consistent	Strengthen Character Education program. PBIS?
Fiscally responsible	Anxiety management
Economic strength	Social/emotional support
	Secure environment



Small Group 2:

Strengths/Achievements	Challenges/Opportunities
Resources available	Gap to high school
Academics	Maintaining resources
Educators (high quality)	Public relations
Community/parent support	Volunteer opportunities (synergy): Fire, FAS, Scouts, Schiff, Library, High School
Facilities	Emotional health/well being
Fiscally responsible	Building security
Technology	Integration of technology – more holistic
	Enrollment projections

Session 2 of 3

Developing a Vision for the Mendham Township School District in the Next Five Years

On March 14, 2018, Mendham Township School District administration, staff, parents, and community members came together to continue the strategic planning process. The second meeting's topic focused on creating a shared vision for the Mendham Township School District in the next five years.

The meeting, facilitated by Charlene Peterson from New Jersey School Boards Association, began with an overview of the Strategic Planning process and the steps taken at the March 1 meeting.

To begin the visioning process, participants were asked to picture themselves away from the district for five years, and returning to find the Mendham Township School District on the cover of TIME magazine, with the caption "21st Century Success." The participants were asked to envision what was written in the magazine article that warranted such high recognition – what



programs/services/curriculum / student outcomes / best practices / facilities would you expect to see in your district that are succeeding?

Participants then gathered in blended stakeholder groups to brainstorm their visions of how the district achieved this remarkable success. Each group’s outcomes were shared with all meeting participants. The session concluded with the identification of three broad goal areas for the next meeting.

Group 1. Title of Article: “Quality of Excellence”

Visions – Year 2023	Visions – Year 2023
Balance	Community collaboration/outreach
Inclusive respect	Secure environment
Teaching to the whole child	Creative spirit

Group 2. Title of Article: “Better than the Best: Schools that Reach Beyond the Standards to Help Every Child Thrive”

Visions – Year 2023	Visions – Year 2023
Open mindedness and exploration (independent inquiry)	Resilient students with healthy minds and bodies
4 C’s (Communication, collaboration, critical thinking, creativity) + citizenship, caring, compassionate, communicators	Redefining a safe school environment
Academic preparedness	Community connectedness – local and global



Broad Goal Areas:

Three goal areas emerged from the common threads identified by the group at large:

- Academic Preparedness
- Health, Safety, and Wellness
- Community Connectedness

Session 3 of 3

Developing a Broad Goal Statement and Supporting Objectives for Each Goal Area for the Mendham Township School District for the Next Five Years

On April 10, 2018 Mendham Township School District's administration, staff, parents, board members and community members came together to continue the strategic planning process. The third and final meeting's topic focused on developing a broad goal statement and 4-5 supporting objectives for each of the goal areas identified at the conclusion of the March 14, 2018 meeting. These goals will represent a shared vision for the Mendham Township School District over the next five years.

Charlene Peterson from New Jersey School Boards Association facilitated the strategic planning process. The group was provided with an overview of the March 1 and March 14th meetings and then the goal writing process was introduced that included definitions, the connection to the work from the first two meetings, and the components of a goal statement.

Participants were able to self-select a goal area of interest to them:

- Academic Preparedness
- Health, Wellness, and Safety
- Community Connectedness

Each goal area group was tasked with writing a broad goal statement and developing around four to five accompanying objectives that reflected the strengths, challenges, and visions relative to their goal area as determined in Meetings 1 and 2. The outcomes of that work are the goal statements and objectives in this report.

GOALS

The three goal areas that emerged from the group work were:

1. Academic Preparedness

2. Health, Wellness, and Safety

3. Community Connectedness

GOAL AREA #1

Academic Preparedness

Goal Statement:

Create a rigorous academic environment that empowers every individual student to achieve their full potential.

Objectives:

1. Create and implement a running record of the 4 C's (collaboration, communication, critical thinking and creativity) for grades K - 8.
2. Create an academic transition plan with specific focus on transitional grades 4 to 5 and 8 to 9.
3. Leverage technology to enhance learning and deepen content area studies.
4. Broaden academic experiences to include a more global perspective.

GOAL AREA #2

Health, Wellness, and Safety

Goal Statement:

To create and foster a learning environment that reflects a culture where students and staff are safe to learn and teach, and that promotes physical and mental health and wellness.

Objectives:

1. Upgrade and maintain the internal and external systems and structures of our schools.
2. Create a mindful culture where students will develop awareness of self and others to build an emotionally safe community.
3. Explore and develop programs that foster student agency and resiliency.
4. Integrate sustainability into the fabric of our school culture.

GOAL AREA # 3

Community Connectedness

Goal Statement:

Increase student interaction and respect for both local and global communities to broaden their experiences and awareness.

Objectives:

1. Increase connections with local and area volunteer and service groups.
2. Leverage technology to enhance connections with global peers.
3. Increase indirect stakeholders' connections to the school community.
4. Prepare our students for engagement and enjoyment with a multi-cultural world.

Mendham Township School District

Strategic Plan 2018-2023

Goal Area – Academic Preparedness

Goal Statement: *Create a rigorous academic environment that empowers every student to achieve their full potential.*

Objective 1: *Create and implement "Thinking, Research, Communication, Social, and Self-Management skill via the implementation of "Approaches to Teaching and Learning" (ATL)*

Key Actions:	Owner(s):	Resources:	Timeline:	Indicators of Success
(1) Implement ATL training for staff in both schools. Training in ATL will improve the quality of teaching and learning across the programs and may result in more engaged teachers and students	Administration Classroom Teachers	ESSA funding to support PD costs	2018-2019 School Year	100% of Faculty members will participate in training modules
(2) Implementation and evaluation of ATL program. Creation of data collection methods (walk through) to assess teacher mastery	Administration Classroom Teachers	ESSA funding to support PD costs	2019-2020 School Year	Annual Progress Targets to be set in the school goal process during the summer of 2019
(3) Training in ATL focus areas: <ul style="list-style-type: none"> • Inquiry & Conceptual Understanding • Local and Global Context 	Administration Classroom Teachers	ESSA funding to support PD costs	2020-2021 School Year	100% of Faculty members will participate in training modules
(4) Training in ATL focus areas: <ul style="list-style-type: none"> • Collaboration - Meeting the Needs of All Learners • Formative Assessment 	Administration Classroom Teachers	ESSA funding to support PD costs	2021-2022 School Year	100% of Faculty members will participate in training modules
(5) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	ESSA funding to support PD costs	2022-2023 School Year	Implementation progress and program status to be reviewed during summer of 2023.

Mendham Township School District

Strategic Plan 2018-2023

Goal Area – Academic Preparedness

Goal Statement: *Create a rigorous academic environment that empowers every student to achieve their full potential.*

Objective 2: *Create an academic transition plan with specific focus on transitional grades from 4 to 5 and 8 to 9.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Align instructional goals, outcomes, and practices throughout grades 4-5 and 8-9	Administration Classroom Teachers	Professional Development time for teacher collaboration	2018-2019 School Year	Internal and published program plan outlining clear transition strategies from grades 4-5 and 8-9
(2) Develop access skills for grades 3-5, connecting outcomes and rigor	Administration Classroom Teachers	Professional Development time for teacher collaboration	2019-2020 School Year	Annual Progress Targets to be set in the school goal process during the summer of 2019
(3) Program Evaluation, Implementation, Data Collection	Administration Classroom Teachers	Survey Support Professional Development time for data review/analysis	2020-2021 School Year	Analysis of survey data, focus groups discuss successes and current obstacles in transition from grades 4-5 and 8-9
(4) Realign instructional goals instructional goals, outcomes, and practices as necessary throughout grades 4-5 and 8-9	Administration Classroom Teachers	Professional Development time for teacher collaboration	2021-2022 School Year	100% of Faculty members will participate in training modules
(5) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	Professional Development time for teacher collaboration	2022-2023 School Year	Implementation progress and program status to be reviewed during summer of 2023.

Mendham Township School District

Strategic Plan 2018-2023

Goal Area – Academic Preparedness

Goal Statement: *Create a rigorous academic environment that empowers every student to achieve their full potential.*

Objective 3: *Utilize technology to support ATL best teaching practices: Inquiry, Conceptual Understanding, Local/Global Awareness, Teamwork/Collaboration, Individualized Learning Needs, and Assessment.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Focused training on Google Apps for Education	Administration Classroom Teachers	Professional Development time for teacher collaboration	2018-2019 School Year	100% of Faculty members will participate in training modules
(2) Implement Science-based inquiry and conceptual understanding (including the use of evidence-centered design principles) assessment, aligned to the NGSS	Administration Classroom Teachers	Professional Development time for teacher collaboration Pilot programs of assessment	2019-2020 School Year	100% of Faculty members will participate in training modules Faculty and Administration will field test new assessment components, aligning instruction and assessment to the goals set forth in the NGSS
(3) Implement individual learning plans (including the use of evidence-centered design principles) leveraging technology systems for RTI and assessment data	Administration Classroom Teachers	OnCourse Systems <ul style="list-style-type: none"> • Student Stats • RTI Systems in support of I&RS Professional Development time for data review/analysis	2020-2021 2021-2022 School Years	100% of Faculty members will participate in training modules I&RS teams will implement OnCourse tracking systems with RTI principals Schools will host data in Oncourse Student Stats - Faculty will participate in systems training
(4) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	Professional Development time for teacher/administrator collaboration	2022-2023 School Year	Implementation progress and program status to be reviewed during summer of 2023.

Mendham Township School District
Strategic Plan 2018-2023
Goal Area – Academic Preparedness

Goal Statement: *Create a rigorous academic environment that empowers every student to achieve their full potential.*

Objective 4: *Broaden academic experiences to include a more global perspective.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Develop working teams to analyze current programming and practice. Plan pilot programming.	Administration Classroom Teachers	Professional Development time for teacher collaboration	2018-2019 School Year	Development of pilot programming and curriculum adjustments to incorporate global studies across the curriculum
(2) Implement pilot programs and assess	Administration Classroom Teachers	Professional Development time for teacher collaboration Survey and Assess	2019-2020 2020-2021 School Years	Annual Progress Targets to be set in the school goal process
(3) Program Evaluation, Implementation, Data Collection	Administration Classroom Teachers	Survey Support Professional Development time for data review/analysis	2021-2022 2022-2023 School Years	Analysis of survey/pilot data, revise programming

Mendham Township School District
Strategic Plan 2018-2023
Goal Area – Health, Wellness, and Safety

Goal Statement: *To create and foster a learning environment that reflects a culture where students and staff are safe to learn and teach, and that promotes physical and mental health and wellness.*

Objective 1: *Upgrade and maintain the internal and external systems and structures of our schools.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Update security infrastructure to include: <ul style="list-style-type: none"> • Window security film • Door barricade systems • Lockdown notification system • Classroom phone emergency system 	Administration	Budget in support of security initiatives Program management	2018-2019 School Year	Installation and training on all security systems Successful security drills completed monthly throughout the 2018-2019 school year
(2) Conduct review and assessment of all safety and security protocols and make recommendations as necessary	Administration Classroom Teachers MT Police Dept.	Walkthrough and drill assessment by MTPD and other professional staff Desk review of MTSD Safety and Security Plan	2019-2020 School Year	Complete review and revision of all safety and security protocols. Training and testing with MTSD Teachers and Staff
(3) Solicit independent safety and security audit	Administration	Consultation with the Morris County Prosecutor’s Office and the NJ State Police	2020-2021 School Year	Complete security audit and review all reports
(4) Implement recommendations following safety and security audit	Administration	Action plan for each recommendation recognized for implementation	2021-2022 School Year	100% of identified recommendations from security audit implemented successfully
(5) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	Professional development training for staff and teachers	2022-2023 School Year	Completed committee report on status of protocols and infrastructure

Mendham Township School District
Strategic Plan 2018-2023
Goal Area – Health, Wellness, and Safety

Goal Statement: *To create and foster a learning environment that reflects a culture where students and staff are safe to learn and teach, and that promotes physical and mental health and wellness.*

Objective 2: *Create a mindful culture where students will develop awareness of self and others, resiliency, conflict resolution strategies and positive coping skills to build an emotionally safe school community that fosters student agency and resiliency.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Conduct student climate survey and review data to inform program review and development	Administration School Climate Team	Online survey tools to be developed by School Climate Team	2018-2019 School Year	Completion of survey with more than 90% of students and 50% of families (parent) responses Data review and recommendations from School Climate Team
(2) Conduct teacher training and program pilots based on recommendations	Administration Classroom Teachers	Professional Development time for teacher collaboration Resources and supplies to support new programming	2019-2020 School Year	Program implementation, evaluation, and refinement based on data analysis

Mendham Township School District
Strategic Plan 2018-2023
Goal Area – Health, Wellness, and Safety

Goal Statement: *To create and foster a learning environment that reflects a culture where students and staff are safe to learn and teach, and that promotes physical and mental health and wellness.*

Objective 3: *Integrate sustainability into all facets of school culture.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Conduct complete review of District policies and practices in support of Sustainability NJ for Schools program applications and alternative energy programs.	Administration School Climate Team Buildings and Grounds Dept.	Matrix of activities from Sustainable NJ Schools program Green Team meeting time and resources to direct activities Completion of alternative energy program review/study.	2018-2019 School Year	Plan of activities and changes for 2019-2020 prior to finalizing budget Development of program plan to exceed expectations for certification program Board of Education level review of all potential facilities projects to include forms of alternative energy.
(2) Complete applications for Sustainable NJ Schools recognition <ul style="list-style-type: none"> • Silver Award (MTES) • Bronze Aware (MTMS) 	Administration School Climate Team Buildings and Grounds Dept.	Sustainability coordinators and Green Teams to plan, lead, and document activities in support of program	2019-2020 School Year	Schools recognized by Sustainable NJ for Schools program: <ul style="list-style-type: none"> • Silver Award (MTES) • Bronze Aware (MTMS)

<p>(1) Green Teams will focus efforts on collaboration with Mendham Township to develop new programs and strategies toward sustainable practices</p>	<p>Administration School Climate Team Buildings and Grounds Dept. Mendham Township Green Team</p>	<p>Professional Development time for meetings and program review</p>	<p>2020-2021 School Year</p>	<p>During meetings between the MTSD and MT Green Teams, strategies for collaboration and program development will be formed into a plan for coming school years.</p>
--	---	--	----------------------------------	--

Mendham Township School District

Strategic Plan 2018-2023

Goal Area – Community Connectedness

Goal Statement: *Increase student interaction and respect for both local and global communities to broaden their experiences and awareness.*

Objective 1: *Increase connections with local and area volunteer and service groups.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Connect current Green Team activities between Mendham Township and the MTSD in order to support collaborate on activities in support of the program applications	Administration MTSD Green Teams Sustainability Coordinators	Budget in support of programs/activities	2018-2019 School Year	Conduct three meetings where representatives from MT and the MTSD can collaborate on program planning and groups
(2) Establish liaisons with Township groups in support of award applications	Administration MTSD Green Teams Sustainability Coordinators	Budget in support of programs/activities	2019-2020 School Year	Applications for the Sustainable Jersey Schools Programs are submitted: <ul style="list-style-type: none"> • MTES - Silver Award • MTMS - Bronze Award Provide support for Township application to Sustainable Jersey program
(3) Solicit independent safety and security audit	Administration	Consultation with the Morris County Prosecutor's Office and the NJ State Police	2020-2021 School Year	Complete security audit and review all reports
(4) Implement recommendations	Administration	Action plan for each recommendation	2021-2022 School Year	100% of identified recommendations from security audit implemented successfully

following safety and security audit		recognized for implementation		
(5) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	Professional development training for staff and teachers Committee evaluation of current practices	2022-2023 School Year	Completed committee report on status of protocols and infrastructure

Mendham Township School District

Strategic Plan 2018-2023

Goal Area – Community Connectedness

Goal Statement: *Increase student interaction and respect for both local and global communities to broaden their experiences and awareness.*

Objective 2: *Leverage technology to enhance communication with global peers.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Explore program development opportunities with Level Up Village and the Kopila School	Administration Classroom Teachers	Budget in support of programs/activities Professional development training for staff and teachers	2018-2019 School Year	Committee work focusing on enhancement of current programs and development of new opportunities for students Committee reports will be presented to the MTBOE and suggested for goals/program support for 2019-2020
(2) Develop a curriculum review instrument where globalization characteristics are assessed and infused throughout	Administration Classroom Teachers	Budget in support of programs/activities Professional development training for staff and teachers	2019-2020 School Year	Committee work focusing on curriculum review and development. <ul style="list-style-type: none"> • Create and utilize an auditing tool, allowing for the assessment of globalization programs in current curriculum • Presentation of findings to MTBOE
(3) Implement new and adapt current programming with Level Up Village in STEM	Administration Classroom Teachers	Budget in support of programs/activities	2020-2021 School Year	Implementation and assessment of new programs for students.
(4) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	Committee evaluation of current practices	2021-2022 School Year	Program evaluation and refinement based on data analysis

Mendham Township School District

Strategic Plan 2018-2023

Goal Area – Community Connectedness

Goal Statement: *Increase student interaction and respect for both local and global communities to broaden their experiences and awareness.*

Objective 3: *Increase indirect stakeholders' connections to the school community.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Using new email tools, create and distribute two additional emails each month to the community	Administration and Staff Teachers and Program Leaders	Email application through Finalsite	2018-2019 School Year	Development of system to report District news to Administrative Staff Collaboration with MT to increase email distribution list Two email updates sent each month during the school year
(2) Develop a curriculum review instrument where globalization characteristics are assessed and infused throughout	Administration Classroom Teachers	Budget in support of programs/activities Professional development training for staff and teachers Committee evaluation of current practices	2019-2020 School Year	Committee work focusing on curriculum review and development. <ul style="list-style-type: none"> • Create and utilize an auditing tool, allowing for the assessment of globalization programs in current curriculum • Presentation of findings to MTBOE
(3) Implement new and adapt current programming with Level Up Village in STEM	Administration Classroom Teachers	Budget in support of programs/activities	2020-2021 School Year	Implementation and assessment of new programs for students.

(4) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	Committee evaluation of current practices	2021-2022 School Year	Program evaluation and refinement based on data analysis
(5) Program Evaluation, Implementation	Administration	Evaluation of current practices	2022-2023 School Year	Program evaluation and refinement based on data analysis

Mendham Township School District

Strategic Plan 2018-2023

Goal Area – Community Connectedness

Goal Statement: *Increase student interaction and respect for both local and global communities to broaden their experiences and awareness.*

Objective 4: *Prepare our students for engagement and enjoyment with a multicultural world.*

Key Actions:	Owner(s):	Resources:	Timeline	Indicators of Success:
(1) Conduct school communications survey and review perceptions of multiculturalism to inform program review and development	Administration School Climate Team	Online survey tools to be developed by Administration	2018-2019 School Year	Completion of survey with more than 90% of school families and 100% of students Data review and recommendations
(2) Develop a curriculum review instrument where multicultural materials and characteristics are assessed and infused throughout	Administration Classroom Teachers	Budget in support of programs/activities Professional development training for staff and teachers Committee evaluation of current practices	2020-2021 School Year	Committee work focusing on curriculum review and development. <ul style="list-style-type: none"> • Create and utilize an auditing tool, allowing for the assessment of multiculturalism programs in current curriculum • Presentation of findings to MTBOE
(3) Implement new and adapt current programming	Administration Classroom Teachers	Budget in support of programs/activities	2021-2022 School Year	Implementation and assessment of new programs for students.
(4) Program Evaluation, Implementation, Follow Up Training	Administration Classroom Teachers	Committee evaluation of current practices	2022-2023 School Year	Program evaluation and refinement based on data analysis