Charting a New Course for the Future

Middle Township School District

Strategic Plan: 2007-2012
On behalf of the Middle Township Board of Education, I would like to thank the Strategic Planning Committee, members of the public, and the many Middle Township Public School employees who provided valuable input to the development of this Strategic Plan. We all share in and work toward a common educational mission, and the Strategic Plan will better enable us to achieve the results we desire and expect for all of our students.

The Strategic Plan of Middle Township Public Schools 2007-2012 clearly focuses on education. We firmly believe that all of our students should be as well educated as any in the world, and that all of our students have the capacity to be high achievers. More simply, our students are the reason why we are here. But the Strategic Plan also addresses community, staff, and resource concerns to provide balance in perspectives to ensure that all parts of the district organization work together to achieve excellence.

We want to assure all stakeholders of Middle Township Public Schools that it is our clear intent that the Strategic Plan, entitled Charting a New Course for the Future, be implemented. In keeping the plan a living document, the district will refer to it in decision making, align other planning efforts with it, and use it to evaluate our progress toward achieving improvement.

I am pleased to present the Middle Township Public Schools' Strategic Plan for 2007-2012, published here in a form designed to serve as a general reference to those core beliefs, mission statement, key goals, objectives we believe guide our collective efforts to improve the learning and achievement of every individual child.
Message from the Chair of the Strategic Planning Committee

Dear Parents, Teachers and Community Members,

In late 2005, the Middle Township School District invited community members, business leaders, parents, and staff to help shape the future of our district by joining one of the six strategic planning committees. The committees consisted of the following areas identified below.

- Assessment Committee
- Curriculum Committee
- Enrollment/Political/Social Committee
- Facilities Committee
- Financial Committee
- Technology Committee

The purpose of the strategic planning committees was to establish a long range direction for the district and provide a clear focus to guide us for the next five years. The 55 parents, teachers, administrators, and community members, who served on the committees, worked diligently and reviewed/updated the core beliefs, missions, goals and objectives. Also, they reviewed literature on the latest trends in the six committee categories. As a result of their efforts, 17 goals and 65 objectives were developed. The next step in the process will be to generate action plans and outcomes to support the goals and objectives. The strategic planning goals and objectives will be linked to the budget with an outcomes report developed annually.

The administrators, teachers, and staff are committed to making the strategic plan a success. We thank everyone involved for the time they devoted to developing our plan.

Sincerely,

Dr. Theresa DeFranco
Director of Curriculum and Instruction
Strategic Plan for Middle Township School District

Table of Contents

| Middle Township School District Core Beliefs                      | 5 |
| Middle Township School District Mission Statement                | 6 |

Goals and Objectives

<table>
<thead>
<tr>
<th>Committee</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Committee</td>
<td>7</td>
</tr>
<tr>
<td>Curriculum Committee</td>
<td>8-11</td>
</tr>
<tr>
<td>Enrollment/Political/Social Committee</td>
<td>12-13</td>
</tr>
<tr>
<td>Facilities Committee</td>
<td>14-15</td>
</tr>
<tr>
<td>Financial Committee</td>
<td>16</td>
</tr>
<tr>
<td>Technology Committee</td>
<td>17-22</td>
</tr>
</tbody>
</table>
Strategic Planning Committee

Assessment Committee
Mr. Jay Wynn, Chairperson
Ms. Lorraine Baldwin
Mr. Matthew Buesing
Ms. Connie Chabok
Ms. Angela Grassi
Ms. Stephanie Greenberg
Ms. Nancy Loteck
Mr. Russell Simon

Curriculum Committee
Ms. Catherine Giglio, Chairperson
Mr. Bruce Allen
Ms. Christine Bailey
Ms. Melissa Briggs
Mr. David Cettei
Ms. Donna Civera
Mr. Andy Melchiorre
Mr. Jesse Morvay
Ms. Ann Obropta
Ms. Rita Tice
Ms. Carolyn Virelli

Facilities Committee
Ms. Jacqueline Stites, Chairperson
Ms. Chris Bradway
Mr. Richard Fiedler
Mr. Allen Matthews
Mr. Frank Riggitano
Ms. Charlotte Sadler
Mr. Robert D. Springer

Enrollment/Political/Social Committee
Dr. Robert Elder, Chairperson
Ms. Nkem Aigbogun
Mr. Michael Brown

Financial Committee
Mr. Walter F. Landgraf, Chairperson
Mr. Rick Breder
Ms. Eileen Ferrell
Mr. Stephen A. Holler, Sr.
Dr. Mark W. Logan
Mr. Steve Moran
Mr. Peter R. Poillon
Technology Committee
Ms. Nancy Simmerman, Chairperson
Dr. Nancy Hudanich
Mr. A. E. Kraybill

Ms. Karen Langley
Ms. Cheryl Liddell
Ms. Susan Ross
Mr. Eric Springer
Ms. Cindy Yenolevich

Strategic Plan for Middle Township School District

Core Beliefs

🌟 Every child is entitled to an excellent education in a peaceful, safe environment.

🌟 Schools should be a reflection of the values of the community.

🌟 It is essential to understand and respect diversity.

🌟 The achievement of each student’s potential must be the focus of education.

🌟 The school district must function in partnership with family and the community.
Mission Statement

The Middle Township School Board has a clearly articulated district mission statement incorporating the expectation that all students achieve the New Jersey Core Curriculum Content Standards (NJCCCS) at all grade levels.

Also, the mission of the Middle Township School District is to provide excellence in education while celebrating the strength of its diversity and upholding the values and traditions of the community in order to produce graduates who possess a love of learning and a sense of responsibility. This education aims to enable all students to reach their potential and become active, productive members of a dynamic, global society.
Assessment Committee

The assessment committee recommended the goal(s) and objectives outlined below.

**Goal #1**  ___S___ Broaden all stakeholders’ understanding and ability to utilize data in an educationally productive manner.

**Objectives to Support Goal #1:**

___S___ 1. A. By September 2008, establish a technology based mechanism which will enable the collection, storage, and analysis of assessment data. (process begins 2007)

___S___ 1. B. By September 2009, once the technology mechanism is established, provide on going professional development and training to effectively utilize assessment data to enhance instruction. (process begins 2008)

___S___ 1. C. By 2009, ensure that staff is provided adequate time for structured review of data for the purpose of collaborative decision making.

___S___ 1. D. By 2009, provide a vehicle, or utilize existing vehicles or opportunities (District News Letter, Board of Education meetings, Parent Associations, etc.) to disseminate pertinent data to appropriate stakeholders.
Curriculum Committee

The curriculum committee recommended the goal(s) and objectives outlined below.

Goal #1: **S/M** Investigate Community Service hours as part of the high school graduation requirement.

Objectives to Support Goal #1:

**S** 1. A. **By September 2008**, a steering committee made up of staff, community, and students will explore and develop guidelines and procedures for the implementation of a community service graduation requirement.

   a) Committee will review, research and visit (where feasible) existing programs.
   b) Committee will identify and define community service opportunities.
   c) Committee will develop a framework for the program at MTHS.
   d) Committee will explore safety, insurance and liability issues.
   e) Committee will investigate links with local organizations.

**S** 1. B. **By September 2008**, the steering committee will make a presentation to the BOE for their approval.

**S** 1. C. **By September 2008**, the incoming freshman class will participate in Community Service as a graduation requirement.
Curriculum Committee

Goal #2:  **S/M**  All students will be reading on or above grade level by 3rd grade and maintain appropriate reading levels until graduation.

Objectives to Support Goal #2:

**M**  2. A.  By September 2007 and annually, teach reading and writing utilizing a Balanced Literacy approach.

**S**  2. B.  By September 2007, hire teaching personnel to provide at-risk students with the necessary supplemental instruction to be successful.

**S/M**  2. C.  By June 2008, provide ongoing, sustained professional development on the essential components of balanced literacy will be provided to all staff.

**S/M**  2. D.  By June 2008, continue with existing programs and investigate additional programs with an emphasis on parental involvement in the child’s education.

**S**  2. E.  By September 2008, hire a literacy coach for each building to support literacy instruction in the classroom.  This should begin with Elementary #1 and #2.
Curriculum Committee

Goal #3: ___S____ Provide a full-day preschool program.

Objectives to Support Goal #3:

___S____ 3. A. By September 2012, develop and implement a full-day preschool program.

___S____ 3. B. By September 2012, complete a building expansion project to house the required preschool classrooms.

___S____ 3. C. By September 2012, hire additional personnel to support the full-day preschool program.
Curriculum Committee

Goal #4: S Use current research, instructional theory and student assessment as a basis for curriculum development and revision.

Objectives to Support Goal #4:

S 4. A. By September 2007, provide ongoing, sustained professional development on the latest research-based instructional strategies proven to increase student achievement.

S 4. B. By September 2007, utilize a technology based curriculum development program to align district curricula with state standards.

S 4. C. By September 2008, implement benchmark assessments to monitor student progress and make informed instructional decisions.
Key:  

M=Maintenance  

Maintenance items are goals and objectives that are supported in the current budget.

S=Strategic  

Strategic items are goals and objectives that are new initiatives that are not accounted for in the current budget.

S/M=Strategic/Maintenance  

Goals and objectives that are new and once completed will be maintained through the current budget.

Enrollment/Political/Social Committee

The enrollment/political/social committee recommended the goal(s) and objectives outlined below.

**Goal #1: ** ____S____ Develop a marketing initiative to educate the community and all stakeholders on the positive aspects of the Middle Township School District.

**Objectives to Support Goal #1:**

_____S____ 1. A. **By November 2007,** discuss the possibility of adding a webmaster and/or Public Relations Coordinator to district staff.

_____S/M_____ 1. B. **By September 2008,** develop/maintain a DVD highlighting academic and co/extra curricular activities in Middle Township Public Schools.

_____S/M_____ 1. C. **Annually,** develop/maintain a comprehensive school district website.

_____S/M_____ 1. D. **Annually,** develop/maintain a district newsletter.
Enrollment/Political/Social Committee

Goal #2:  ____S____ Develop a marketing initiative to provide the community and all stakeholders with an understanding of the school budget.

Objectives to Support Goal #2:

____S____ 2. A. By November 2007, discuss the possibility of adding a webmaster and/or Public Relations Coordinator to district staff.

____S/M____ 2. B. By September 2008, develop/maintain a DVD highlighting academic and co/extra curricular activities in Middle Township Public Schools.

____S/M____ 2. C. Annually, develop/maintain a comprehensive school district website.

____S/M____ 2. D. Annually, develop/maintain a district newsletter.
Facilities Committee

The facilities committee recommended the goal(s) and objectives outlined below.

**Goal #1:** ___S____ Expand and upgrade the facilities to meet the growing needs of the extensive programs necessary for student achievement.

**Objectives to Support Goal #1:**

___S____ 1. A. **By December 2007,** develop a feasibility study for a full-day preschool program and need to expand building and size.

___S____ 1. B. **By 2008-2009,** expand the Alternative High School Program to serve at least 30 students including a special education component and run concurrently with the traditional high school.

___S____ 1. C. **By the 2009-2010,** school year, replace facilities which house preschool.

___S____ 1. D. **By 2011-2012,** transition athletic fields to all purpose surface (Nexturf) to increase student use.
Facilities Committee

Goal #2: S Provide preschool facilities which are developmentally conducive to the needs of the students.

Objective to Support Goal #2:

S 2. A. By December 2007, develop a feasibility study for a full-day preschool program and need to expand building and size.

Goal #3: S Explore alternative energy sources which provide an efficient educational environment that allows the district to allocate savings toward the cost of education.

Objective to Support Goal #3:

S 3. A By 2007-2008, complete a feasibility study to explore the financial requirements for alternative energy sources to create savings.
Financial Committee

The financial committee recommended the goal(s) and objectives outlined below.

Goal #1: **S** Provide alternative sources of funding outside of the current structure of dependence upon state aid and local tax levies.

Objectives to Support Goal #1:

- **S** 1. A. By September 2007, explore the establishment of a district Grant writer position.
- **S** 1. B. By January 2008, explore the opportunities to create partnerships with business and community organizations for fund-raising and sponsorship.
- **M** 1. C. Annually, explore flexible funding strategies necessary for future capital projects.
- **S** 1. D. Annually, explore additional shared service arrangements and cooperation with other districts, including consolidation.
Technology Committee

The technology committee recommended the goal(s) and objectives outlined below.

**Goal #1:** __M____1. Support and encourage staff development that changes the paradigm of delivery of instruction from rote transmission of facts to interactive, problem – based learning.

**Objectives to Support Goal #1:**

____S___ 1. A. By 2007-2008, provide teachers with opportunities to communicate with students, parents, and community via personal web pages.

____S___ 1. B. By 2007-2008, establish a salaried position of District Technology Curriculum Coordinator to supervise the implementation of technology resources and the instruction of the technology curriculum K-12 to support the Core Curriculum Content Standards.

____M____ 1. C. Annually, continue to provide each administrator and staff with access to consistent, sustained and high-quality professional development training that will prepare him or her for a new role as a learning facilitator.

____M____ 1. D. Annually, continue to provide school technology specialists, technology technicians and Network Administrator with access to consistent, sustained and high-quality professional development training that will enable them to meet our district tech needs.

____M____ 1. E. Annually, afford teachers the time and resources to create technology-based instruction to implement the core curriculum content standards.
Technology Committee

Goal #2: ___ S ____ Expand district technology support for achieving educational objectives.

Objectives to Support Goal #2:

___ S ____ 2. A. By 2007-2008, establish a stipend position, with clear job duties, for the Middle School and High School to supervise the maintenance and troubleshooting needs of each building and serve as building network administrator.

___ S ____ 2. B. By 2007-2008, train all stipend position Technology Technicians and technology staff, as determined by technology coordinator.

___ S ____ 2. C. By 2007-2008, establish a technology committee that meets at least 4 times a year.

___ S ____ 2. D. By 2009, establish the position of technology teacher in Elementary #1.

___ S ____ 2. E. By 2012, establish positions of district grant writer and library media coordinator.
Technology Committee

Goal #3: ___S___ Expand the use of technology as a tool to achieve goals and objectives as outlined in the Core Curriculum Content Standards and articulate with all schools to develop an appropriate K-12 technology sequence.

Objectives to Support Goal #3:

___S___ 3. A. By 2007-2008, annually, expand the integration of computers and appropriate technology so that classes can have access for writing, literacy, business skills, electronic imaging, music compositions, foreign language training, science, and math.

___M___ 3. B. Annually, update curriculum guides to reflect technological goals, objectives, and values inherent in the technology plan.

___M___ 3. C. Annually, require all students to demonstrate technology literacy as a graduation requirement by completion of course work.

___M___ 3. D. Annually, provide all students with access to library collections and on-line databases which will provide encyclopedias, dictionaries, periodicals, newspapers, literacy criticism, biographical and geographical indexes, atlases and almanacs, internet connections, and appropriate emerging technologies.

Key: M=Maintenance
Maintenance items are goals and objectives that are supported in the current budget.
S=Strategic
Strategic items are goals and objectives that are new initiatives that are not accounted for in the current budget.
S/M=Strategic/Maintenance
Goals and objectives that are new and once completed will be maintained through the current budget.
Technology Committee

Goal #4: ___S___ Provide, follow, and expand a district-wide plan for efficient purchase and maintenance of equipment to maximize district technology needs.

Objectives to Support Goal #4:

___S___ 4. A. By 2007-2008 and annually, maintain and upgrade each school facility to enable integration of appropriate technology through all school operations.


___S___ 4. C. By 2008-2009, maintain video, data, and establish phone outlets in each classroom through which a teacher or student can access a variety of information from fully interactive videoconferencing and full motion video, to library collection, CD-Rom database and a variety of information sources.

___S___ 4. D. By 2008-2009, establish venues for video conference and/or distance learning that allows teachers to access a variety of educational programs for student learning and staff development and to interconnect with schools in other communities.

___S___ 4. E. By 2010, provide each Middle Township classroom teacher with a networked multimedia/projection workstation for classroom instruction and management.

___M___ 4. F. Annually, upgrade hardware on a planned chronological basis, so that no computer is older than 4-5 years.

___M___ 4. G. Annually, assess conditions of existing hardware on a yearly basis and maintain a district-wide inventory.

___M___ 4. H. Annually, maintain our campus-wide area network or intranet for the district.

Key: M=Maintenance
Technology Committee

Goal #5: ___S___ Expand online communications within the school district and community.

Objectives to Support Goal #5:

___S___ 5. A. By 2007-2008, maintain & upgrade a district-wide platform accessible from a student’s home as well as in school which will contain school announcements, course descriptions and outlines, class and lab assignments, lunch programs, etc.

___S___ 5. B. By 2007-2008, update AUP district wide to reflect current educational technology practices.

___S___ 5. C. By 2007-2008, establish stipend position’s for staff responsible for maintaining each school’s web page and district web page.

___S___ 5. D. By 2010, explore student e-mail access & student access to online collaborative portals.

___M___ 5. E. Annually, maintain electronic mail, with county and district E-mail capability user ID’s, for all teachers and administrators to be used for appropriate educational functions.

Key: M=Maintenance
      S=Strategic
      M=Maintenance
      S=Strategic

Maintenance items are goals and objectives that are supported in the current budget.

Strategic items are goals and objectives that are new initiatives that are not accounted for in the current budget.

Goals and objectives that are new and once completed will be maintained through the current budget.
Technology Committee

Goal #6: ___S___ Provide technology supports for student management and safety.

Objectives to Support Goal #6:

___S____ 6. A. By 2007-2008, maintain and upgrade student management system throughout the district.

___S____ 6. B. By 2007-2008, maintain and upgrade technology necessary to implement the district safety plan.

Key: M=Maintenance

Maintenance items are goals and objectives that are supported in the current budget.

S=Strategic

Strategic items are goals and objectives that are new initiatives that are not accounted for in the current budget.

S/M=Strategic/Maintenance
Goals and objectives that are new and once completed will be maintained through the current budget.
Goals and objectives that are new and once completed will be maintained through the current budget.