



MANSFIELD TOWNSHIP SCHOOL DISTRICT

STRATEGIC PLAN 2026-2031

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Executive Summary of the Strategic Planning Process

The Mansfield Township School District provides a high-quality education for students in grades PK-6 in the Township of Mansfield, in Warren County NJ.

The District actively abides by its **Mission Statement**:

The Mansfield Township Elementary School District collaborates with the community to provide a meaningful and rigorous education that instills the value of lifelong learning.

We strive to empower all of our students to reach their full potential and become productive citizens, in accordance with the comprehensive standards of our state.

The Mansfield Township Board of Education is committed to providing the best educational program that its resources allow. Looking ahead towards planning for the next five years, the Board and Administration endeavored to determine the answers to these overarching questions:

- What is our collective vision for providing the very best educational experience for our students?
- What is the experience that our school provides for our students today?
- How can we elevate the student experience in the long term, and what steps should we be taking to get there?

Understanding the importance of stakeholder input and involvement in determining these answers, in October of 2025, the Board contracted with Kathleen Helewa of Kathleen Educational Consultants, LLC to lead three interactive meetings, open to the public and to all interested school stakeholders, to engage with members of the school board and Superintendent Mai with the ultimate objective of creating a new five-year Strategic Plan for the school District.

Three dates in March and April of 2026 were selected for the process. During the meetings, participants worked together to create a draft framework for the 2026-2031 Strategic Plan. The draft work was refined into a final document by Superintendent Mai and Ms. Helewa, and presented to the Board in June of 2026 for final approval.

Post formal acceptance by the Board, The Mansfield Township Board of Education shall approve annual District and Board Goals based upon the Strategic Plan. The Superintendent and school administrative team will create action plans annually to support the goals and objectives of the Plan for the next five years.

Mansfield Township School District

Strategic Plan 2026-2031

Goal Areas

1. Academic Achievement
2. Student Engagement
3. Safety & Security
4. School and Community Pride

First Goal: Academic Achievement

Goal Statement: Cultivate a dynamic and supportive learning environment that empowers all students through student-focused, hands-on, multisensory learning experiences that promote critical thinking, enabling each learner to reach their academic potential.

Objectives:

1. Ensure a consistent, standards-aligned curriculum with clear progression and alignment across all grade levels.
2. Promote continuous instructional improvement through peer observation, collaboration, and vertical/horizontal articulation across grade levels and content areas.
3. Strengthen home-school partnerships to support student development, engagement, and strong attendance.
4. Utilize technology to support innovation, collaboration, and student-centered learning while maintaining a balanced instructional approach that promotes critical thinking, meaningful human interaction, and the use of varied educational resources.

Second Goal: Student Engagement

Goal Statement: Cultivate a student-centered learning environment that prioritizes engagement, belonging, and whole-child development by providing meaningful academic, social, and enrichment opportunities that empower all students to thrive.

Objectives:

1. Increase student voice by regularly collecting and using student feedback to inform instructional practices, enrichment opportunities, and school programming.
2. Expand student-centered learning experiences through hands-on, collaborative, and authentic opportunities that deepen engagement and reinforce curriculum.
3. Promote whole-child development by creating diverse academic, social-emotional, and enrichment opportunities that strengthen students' sense of belonging and meaningful connections within the school community.
4. Use feedback from students, families, and staff, along with participation data, to continuously improve engagement initiatives and ensure they remain relevant, inclusive, and responsive to community needs and interests.

Third Goal: Safety & Security

Goal Statement: Prioritize and invest in the safety, security, and well-being of the Mansfield Township School District community by fostering secure physical, digital, and emotional environments that support learning and ensure long-term safety for all students and staff.

Objectives:

1. Strengthen digital citizenship and safety awareness through ongoing professional learning and educational opportunities for students, staff, and families focused on emerging technologies, social media, and responsible online behavior.
2. Empower students as leaders in creating a safe and positive school culture by providing opportunities for student voice, peer education, and shared responsibility in promoting respectful and responsible communication.
3. Enhance physical safety and privacy across all school environments, including classrooms, outdoor spaces, and common areas, to ensure secure and developmentally appropriate learning environments.
4. Continuously assess and improve safety practices and infrastructure to proactively address evolving physical, emotional, and digital security needs.

Fourth Goal: School & Community Pride

Goal Statement: Foster a strong sense of school and community pride by leveraging the district's rural campus, community partnerships, and shared resources to support effective learning and the development of respectful, empathetic, and critically thinking students.

Objectives:

1. Leverage community partnerships and local resources to enhance curriculum, provide real-world learning opportunities, and support staff and student learning on relevant topics and issues.
2. Recognize and celebrate student and staff achievements across school and community platforms.
3. Strengthen communication and community engagement by regularly sharing school initiatives, programs, and student learning experiences, while creating meaningful opportunities for stakeholders to participate in and observe the teaching and learning taking place within the district.



Mansfield Township School District

State of the District

Launching the Next Chapter

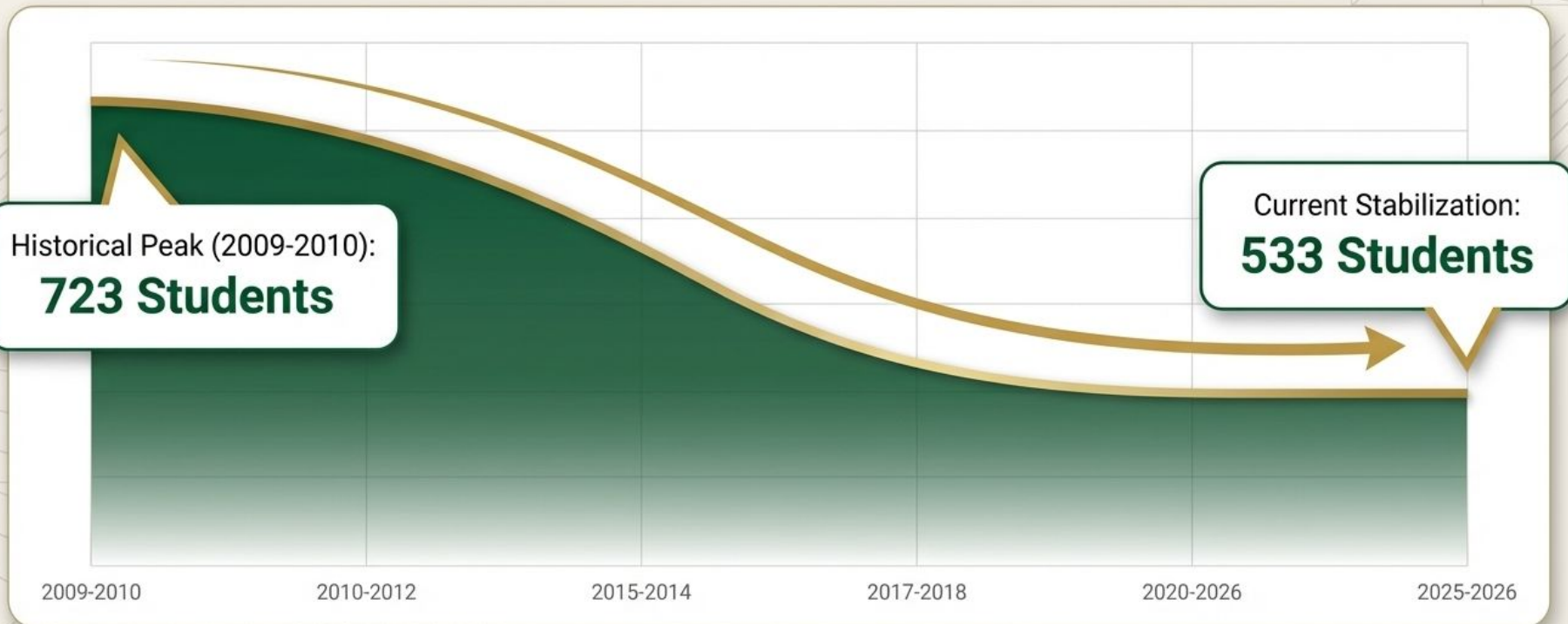


16-Year



Enrollment Stabilization

Transitioning from historical peak volumes to a consistent, sustainable student body.



Demographic Composition Shifts (2018–2025)

Student Group	18-19	19-20	20-21	21-22	22-23	23-24	23-24	24-25	8-Year Trend
Special Education (Count)	108	104	94	89	105	106	112	91	
Special Education (%)	17.7%	17.7%	17.7%	16.3%	19.3%	18.2%	19.6%	17.4%	
Section 504 Plans (%)	3.0%	3.5%	4.0%	4.5%	5.0%	5.5%	6.0%	6.5%	
ELL / ML (%)	4%	4%	5%	5%	6%	7%	8%	9%	
Minority (%)	32%	33%	34%	35%	36%	38%	40%	42%	
Economically Disadvantaged (%)	33%	35%	33%	31%	34%	38%	46%	42%	

Reflecting a Changing Community



Over 40%

Minority Growth

A steady, continuous climb in our minority student population from 2018 to 2025, enriching our district's cultural fabric.



Rising Trajectory

ELL / ML Trends

Consistent year-over-year growth in English Language Learners / Multilingual Learners requiring specialized language acquisition support.



45% Peak

Economically Disadvantaged

A sharp, vital upward trend reaching over 45% of the student population in 2024, driving the need for expanded wraparound and community services.

Adapting to Meet Student Needs



Enhanced Literacy & Core Curriculum

Grade-Specific Literacy Expansion



Specialized Learning Pathways



Adopted Tools of the Mind for Preschool



Star Program for Special Education

Collaborative Curriculum Updates



Refreshed in collaboration with Warren Hills Cluster

ELA



Math



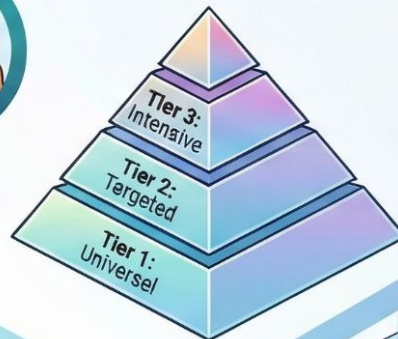
Science



Systems & Professional Growth

Full MTSS Transition

Successfully transitioned to a comprehensive Multi-Tier System of Support process



Data-Driven Instruction Culture

Cultivated staff expertise to create a data-rich culture for instructional decision-making



Advanced Pedagogical Training

Staff trained in visible learning and cooperative learning techniques



Results: Outpacing the State in ELA, Math & Science

Language Arts: Beating State Averages

Grade 4:



+6.7%

vs. State's +2.8%

Grade 5:



+14.7%

vs. State's +0.5%

Grade 6:



+4.2%

vs. State's +2.9%

Mathematics: District-wide Growth



+7.7%

Increase in passing/meeting scores across all grades.

Grade 3 Passing Rates Surged



+8.9%



Science

vs. State's +2.5%

MTSS and Administrative Restructure:

Making a Difference



Framework:
Schoolwide PBIS
(Positive Behavioral
Interventions and
Supports) for
grades PK-6.

20%
Reduction in
Disciplinary
Referrals



Approach:
Implementing the
Nurtured Heart
Approach alongside
clearly defined behavioral
expectations and
common language.

Community Voices: Family Survey

DISTRICT STRENGTHS & SATISFACTION



94% Children feel safe and supported.

Parents overwhelmingly agree that the school provides a secure and nurturing environment.



High marks for educational quality.

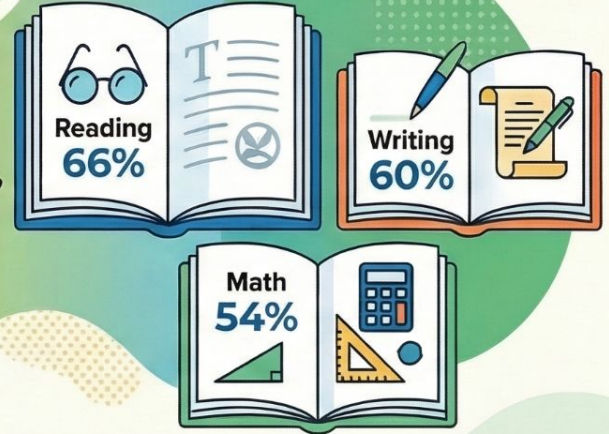
78% of families agree or strongly agree that their child receives a high-quality education.

“Remarkable assets and dedicated staff.”

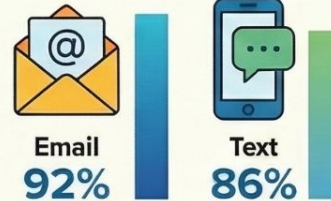
Parents frequently cited long-tenured, caring teachers and small class sizes as the district's greatest strengths.

STRATEGIC GROWTH & PRIORITIES

Focus on “The Big Three” Academics.

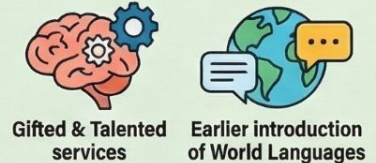


Digital communication is the clear winner.



Most effective methods for reaching district families.

Opportunities for program enhancement



Gifted & Talented services
Earlier introduction of World Languages

Stakeholders emphasized these two specific curriculum expansions as vital next steps.

Community Voices: Staff Survey

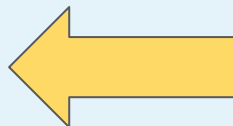


DISTRICT STRENGTHS & CULTURE

46.2% OF STAFF

Bring 16+ Years of Experience

Nearly half of the district's workforce demonstrates long-term commitment.



76.9% STRONGLY AGREE THE ENVIRONMENT IS SAFE

Staff overwhelmingly report that the district provides a safe and supportive environment for students.

69.2% RATE SCHOOL CLIMATE A 4 OUT OF 5



The majority of staff view the overall building culture and climate very favorably.

HIGH LEVELS OF AGREEMENT

Clear & Timely Leadership Communication 73.1%



Professional Support for Staff 57.7%



Staff Collaboration is Encouraged 56.0%



PRIORITIES FOR IMPROVEMENT



LITERACY AND INTERVENTION ARE TOP ACADEMIC PRIORITIES

53.8% of staff identified Reading/Writing and 50% identified Intervention/MTSS as key improvement areas.

73.9% IDENTIFY SUPPLIES & MATERIALS AS AN OPERATIONAL NEED

Ensuring access to instructional resources is a primary concern for operational efficiency.



65.2% CALL FOR INCREASED STAFFING LEVELS

Staffing remains a significant area of focus to ensure optimal support for students and teachers.

Community Voices: Students Grades 4-6

THE STUDENT PULSE: CURRENT STRENGTHS & SENTIMENT



Feel Safe

Highest-rated emotional metric
(with "Proud of Work").



EMOTIONAL STATE (out of 125)



RECESS, GYM, & SOCIALIZING ARE TOP HIGHLIGHTS

Time with friends and physical activity are
valued as the best parts of school.



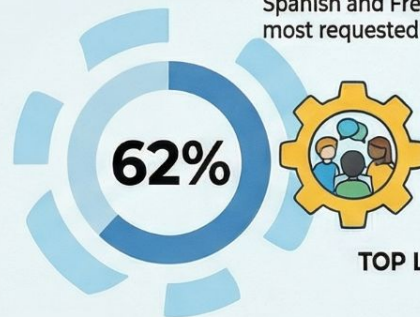
TEACHERS & STAFF FOSTER INCLUSION

Frequently cited "nice teachers" and "supportive
staff" as primary reasons for feeling included.

A BLUEPRINT FOR GROWTH: DESIRED CHANGES & CLASSES

HIGH DEMAND FOR WORLD LANGUAGES

Spanish and French are the
most requested new subjects.



Learn Best Through Group Work

Prefer collaborative and hands-on
projects over independent work.

TOP LEARNING ACTIVITIES (Student Count)



Art &
Creativity (63)



Science
Experiments (62)



TOP REQUESTS: LESS HOMEWORK & MORE PLAY

Recurring themes include reducing homework
and restoring recess for 6th-grade students.

Proactive Facilities Management

Preventive Strategy

Transitioning from reactive fixes to proactive, long-term maintenance planning.



- Temporary above ground oil tank installed '25
- Removal of UST '26
- Exploring alternative energy sources '26
- ROD grants roof replacement & HVAC repairs



Modern Learning Environments

Contemporaneous technology updates and high-level security measures to protect staff and students.



Protected Investments

Strategic increases in maintenance and capital reserves.

- Technology security updates '25
- Transitioned from Windows to Chromebooks '25
- Purchase student Chromebooks one grade level at a time

Operations: Fiscal Efficiency and Responsibility



Cost Control:

Administrative costs remaining strictly below regional averages.



Smart Operations:

Maximizing shared services including transportation jointures, energy purchasing, and child study team services.

The Balancing Act: Reached a Tipping Point

Mansfield School District is currently navigating a significant financial "adequacy gap," operating nearly \$2M below state-calculated funding levels while maintaining strict fiscal discipline. This infographic connects these budget realities with parent feedback to guide the district's future strategic planning.

THE FISCAL REALITY



\$1.96M

ADEQUACY GAP



SUSTAINED FISCAL DISCIPLINE

Operating budgets increased only 1.77% annually over eight years, well below the rate of inflation.

RISING MANDATED COSTS

The budget must absorb a 23.5% increase in healthcare costs alongside rising special education mandates.

COMMUNITY VOICE & PRIORITIES



SATISFACTION WITH SCHOOL SAFETY

An overwhelming majority of parents agree that their children feel safe and supported.

ACADEMIC FOCUS AREAS

Parent Selection %



ENHANCED ENRICHMENT/GT PROGRAMS

OPPORTUNITIES FOR GROWTH

These insights directly inform the district's long-term strategic and capital planning.

CRITICAL FACILITY REPAIRS



Mansfield Township Elementary School District

Strategic Planning 2026

Recap of the First Community Planning Session, March 11, 2026

This Spring, the Mansfield Board of Education intends to approve a Strategic Plan which will guide the Board's and Administration's decisions over the next five years. The Mansfield Board of Education and Superintendent Diana Mai would like to form the District's new Strategic Plan with community participation from a wide variety of school stakeholders. Thus, the District announced and advertised that all interested individuals are welcome to join in the strategic planning process, which will be accomplished over three 90-minute evening meetings in the school's All Purpose Room on March 11, March 18 and April 1, with consultant Kathleen Helewa facilitating the sessions. Approximately twenty-five people attended the first meeting to work together on the new Strategic Plan, including Mansfield residents, parents, teachers, administrators, and Board of Education members.

We began the first session with an overview of the concept of a Strategic Plan and the process for creating one. By following a Strategic Plan, the Board and Administration will be able to allocate its resources optimally to support the community's aspirations for all the students of Mansfield.

In order to create a Plan that is forward-thinking and can be aligned with the realities of the District, Mansfield Township Elementary School District's strategic planning process will address three questions:

1. What is the present state of the school district?
2. What is our vision for the future of the district?
3. What goals and objectives could we accomplish over the next five years to achieve our vision?

We focused on the first question during our first meeting. Superintendent Mai presented a very comprehensive and data-rich State of the District report. The report provided an overview of the District, including trends in student demographics; student needs and perceptions, parents' and family members' perspectives, and staff members' needs and perspectives, all gleaned from recent survey results; student achievement data; and information about facilities and District finances, including the challenging fiscal environment resulting from current calculations in State aid.

At the conclusion of Superintendent Mai's report, all participants then split into four small groups, and individually completed their own SWOT analyses of the school district. Participants completed the four sections of a **SWOT** individually, and then collectively as a group: **Strengths**, internal factors that have a positive outcome for the student experience and are completely under the District's control; **Weaknesses**, factors that could be improved to have a better outcome for the student experience and are wholly under the District's control; **Opportunities**, conditions which are coming from outside of the District but have or may have a positive impact on our students; and **Threats**, external factors and conditions over which the District has no control but which may harm our school or the students' experience in the District. We noted that some items may fit into more than one category.

The small groups then worked together to share the individuals' analyses and to create a collective SWOT analysis for their group, coming to consensus on about five bullet points for each category. The following are the small groups' SWOT reports, verbatim:

Green Group

Strengths:

- Staff consistency
- Warm, caring, and supportive staff
- High levels of education/ experience within staff
- Technology updates → supports / balances instruction
- Facility Management is upkeep and clean

Green Group's work continues on the next page



Green Group's work, continued

Weaknesses:

- Parent resources / apps (more detail, guidance)
- “New Family Handbook”
- Expand language opportunities
- Lack of ICS for ELL / ML

Opportunities:

- Parent involvement – PTA/community involvement
- MTPD relations

Threats:

- Budget / inflation
- Health insurance

Blue Group

Strengths:

- Library—focus on literacy
- Grounds
- Peer leaders
- Caring staff
- PTA

Weaknesses:

- Staffing due to finances
- Aging infrastructure
- Staff assignments
- Transportation

Opportunities:

- Book swap / mobile
- Clubs
- School store
- Middle school prep
- Fostering everyone's strengths
- ELL / ML → collaborate

Threats:

- Budget limitations
- Technology dependency

Violet Group

Strengths:

- Small class sizes
- Dedicated staff that is student-focused

Violet Group's work continues on the next page



Violet Group's work, Strengths, continued

- Great communication from Administration
- Family opportunities to participate
- Willingness to come together to tackle issues in all areas

Weaknesses:

- More afterschool clubs & programs
- Open classrooms for peers
- Behavior management and conflict resolution
- More staff articulation
- Supplies & materials

Opportunities:

- BOE working well with Administration
- Strong relationship with District and community
- Supportive PTA
- Small, safe community
- Local police support

Threats:

- Social media
- Budget cuts
- State mandates
- Parent involvement
- Poverty

Gold Group

Strengths:

- Nutritional food—takes out the stress for parents. Options. Respects cultures.
- Communication / open door for staff
- Organized pick-up / drop-off for students
- Physical activity / outdoor resources
- Diversity is respected
- Resources—manipulatives

Weaknesses:

- No technology person
- No second language
- Scheduling / clubs
- Upper grades—no movement
- Re-write social studies curriculum

Opportunities:

- Police station
- Staff experience
- Collaborating with Warren Hills
- Staff is very aware of surroundings
- Active parents

Gold Group's work continues on the next page



Gold Group's work, continued

Threats:

- Budget
- Social media
- Open communication with parents—special education
- Increased Pre-K population / no space
- Lack of intrinsic motivation in students.

Our work for the evening concluded with thanks to all those who joined us to support the Mansfield Township Elementary School District, and to Superintendent Mai and the Mansfield BOE for this opportunity to engage in purposeful, engaging, and robust conversation about our school and students. We will continue the work at our next session on **Wednesday, March 18**, during which we will delineate our long-term visions for the children of Mansfield. **Interested participants from every facet of the school community, including those who were not able to attend our first meeting, are eagerly encouraged to join us at our second and third Strategic Planning sessions.** Meetings begin in the Mansfield Elementary School All-Purpose Room at 6:30pm and will finish by 8pm.



Come join us on Wednesday, March 18, at 6:30pm
in the Mansfield Elementary School All Purpose Room!

Everyone welcomed—attend with a friend!

- Mark your calendar for our third and final meeting on April 1, same time, same place! -



Mansfield Township Elementary School District

Strategic Planning 2026

Recap of the Second Community Planning Session, March 18, 2026

This Spring, the Mansfield Township Board of Education intends to approve a Strategic Plan which will guide the Board's and Administration's decisions over the next five years. The Board of Education and Superintendent Diana Mai would like to form the District's new Strategic Plan with community participation from a wide variety of school stakeholders. Thus, the District announced and advertised that all those interested are welcome to join in the process, which will be accomplished over three 90-minute evening meetings at the school's All Purpose Room on March 11, March 18, and April 1, 2026 with consultant Kathleen Helewa facilitating the sessions.

Approximately twenty-five people attended the first meeting to work together on the new Strategic Plan, including Mansfield residents, parents, teachers, administrators, and Board of Education members. About thirty members of the school community came together on the evening of March 18 for the second session of Strategic Planning--Spike made a brief appearance as well! As was the case on March eleventh, Ms. Helewa facilitated the meeting.

We began our second session with a recap of our March 11 meeting, in which Superintendent Mai presented a State of the District report, and four small groups each created a SWOT analysis [i.e., identifying our school district's Strengths, Weaknesses, Opportunities, and Threats; see Meeting #1 recap for greater detail], utilizing everyone's unique perspectives.

The small-group SWOTs had various responses, all of which resonated with this evening's participants. We reviewed the common threads from each of the small groups' work. The greatest commonalities in *Strengths* were Mansfield's caring, dedicated teachers and staff, the District's facilities, and healthy communication in and from the District. The greatest commonality in *Weaknesses* was the need to strengthen and expand programming, such re-writing the Social Studies curriculum, expand clubs and afterschool activities, provide more World Language options, and to support teachers with a greater focus on articulation and more supplies and resources. Most common in the *Opportunities* category were accolades for MTES' amazing, supportive PTO and the District's great relationship with local law enforcement, which provides a strong sense of safety & security. Greatest commonalities in the *Threats* category were social media and budget shortfalls.

The focus for our second session was to define our vision for Mansfield Township Elementary School students. For guidance, we looked to the Mansfield Township Elementary School District's Mission Statement, with an eye towards our core values—meaning, the values that govern our school district, the essence of our identity, and the guiding principles that define and create our school district culture.

We revisited the Mission Statement together (*see next page*):



Mansfield Township Elementary School District Mission Statement

The Mansfield Township Elementary School District collaborates with the community to provide a meaningful and rigorous education that instills the value of lifelong learning. We strive to empower all of our students to reach their full potential and become productive citizens, in accordance with the comprehensive standards of our state.

The Mission Statement was embraced by all present. All agreed that the The Mission Statement accurately reflects the guiding principles that define the Mansfield Elementary School District's culture and objectives, and encapsulates the District's core values.

This was the perfect segueway for our work for the evening. All were asked to define together a vision for the Mansfield Township Elementary School—to envision what the student experience and school district would look like in five years' time, when our new Strategic Plan (which we are currently building) had matured, and all of the aspirational goals and objectives contained in the Plan were fulfilled. All were asked to imagine the outcome of the new Strategic Plan and to complete the following statements, as if we were answering the questions below in 2031, five years from now:

Mansfield Township Elementary School students are _____

I.e., What is the everyday school experience like for current Mansfield Township Elementary School students?

MTES graduates are _____

I.e., How do children who graduate from MTES stand out from their peers?

MTES facilities our campus are _____

I.e., What distinguishes our school buildings and facilities from other towns?

Because we, as a school community, _____

I.e., What did the school district provide / do in the five year span of 2026 to 2031 to make the above a reality?

We then split into four small groups to brainstorm in lively discussions and complete those statements as collective groups, to be reported out to the large group. That work is recorded below.

Blue Group

MTES students are

- Worldly thinkers,
- Good citizens,
- Engaged in school,
- Confident, and finding where they thrive

Blue Group work continues on the next page



Blue Group work, continued

MTES graduates are

- Critical thinkers
- Respectful and kind
- Prepared academically
- Proud to be a Dragon

MTES facilities and campus are / have

- Good playgrounds
- Community gathering place
- Safe

Because we, as a school community, want all stakeholders on the same page and everyone buying into the vision.

Violet Group

MTES students are

- Reading, writing and [performing] math on grade level
- Respectful
- Engaged in every part of the day
- Top quartile for attendance across the State

MTES graduates are

- Prepared in all areas for middle school
- The students teachers want!

MTES facilities and campus are / have

- Maintain quality grounds
- Trees and grass
- Outside classroom—gardens to use

Because we, as a school community

- Challenge ourselves to achieve goals
- Communicate, listen, plan, hear, act, and change plan as needed
- Re-do if needed!



Gold Group

MTES students are

- Motivated, eager to work and come to school
- Communicators
- Critical thinkers
- Empathetic
- Filled with days that feel stable, structured, and secure

MTES graduates are

- Ethical
- Citizens of the world
- Confident
- Independent in life skills
- Community-minded
- Driven to have a successful future

MTES facilities and campus are

- Well-maintained
- Clean
- Safe with police presence
- Sensory inclusive
- ADA-accessible playground

Because we, as a school community are

- A team
- Committed to excellence
- Value diversity
- Hold high expectations for lifelong learners

Green Group

MTES students are

- Exposed to Spanish Language
- Curious and eager to learn (intrinsic)
- Present and engaged

MTES graduates are respectful, mature, well-rounded role models by providing more SEL and community enrichment.

Green Group work continues on the next page



Green Group work, continued

MTES facilities and campus are

- Safe & reliable
- Up-to-date
- Monitored by an SRO

Because we, as a school community, provide ample connection between school personnel and families.

Our last task for the evening was to begin to determine the Goal Areas for our new Strategic Plan, which would support the visions articulated this evening while recognizing the outcomes of the SWOT exercises. Looking at the common themes that emerged from the work of this and the prior session, the following four goal areas were identified:

- 1. Academic Achievement**, including teaching & learning and curriculum & instruction
- 2. Student engagement**, including clubs and activities, student pride & ownership in their work, fostering intrinsic motivation in students, and increasing attendance
- 3. Safety & Security**
- 4. School and Community Pride**, including showcasing and incorporating what makes Mansfield / Warren County special into students' learning

The meeting ended with thanks to all the participants who came out that evening to join together in this important work, and to the Board and Superintendent Mai for this opportunity to work together in such a congenial, student-centered atmosphere. Our third and last Strategic Planning meeting is set for the evening of April 1, at which we will write draft goal statements and supporting objectives for the Goal Areas of the new Strategic Plan.

All interested participants from our school community who have been a part of this work, and those who were not able to attend our prior meetings, are **enthusiastically** invited to join us!



**Come join us on Wednesday, April 1, at 6:30pm
in the Mansfield Elementary School All Purpose Room!
Everyone welcomed—attend with a friend!**



Mansfield Township Elementary School District Strategic Planning 2026

Recap of the Third Community Planning Session, April 1, 2026

At the invitation of Superintendent Diana Mai and the Mansfield Township Board of Education, members of the Mansfield Township Elementary School District community came together on the evening of April 1, 2026 for the third and final meeting of school district Strategic Planning. For three consecutive meetings, any interested participants from our learning community were invited to join in the process of forming a new, five-year Strategic Plan which the Mansfield Township Board of Education intends to approve formally this spring. A dedicated group of about twenty stakeholders attended our final meeting, along with school administrators and Superintendent Mai. Educational leadership consultant Ms. Kathleen Helewa facilitated this and the two prior sessions.

We began our final evening with a recap of our work up until that point, which comprised the creation of SWOT analyses, and the results of the visioning exercises we completed at the first and second meetings respectively. We also discussed the current version of the District's Mission Statement:

Mansfield Township Elementary School District Mission Statement

The Mansfield Township Elementary School District collaborates with the community to provide a meaningful and rigorous education that instills the value of lifelong learning. We strive to empower all of our students to reach their full potential and become productive citizens, in accordance with the comprehensive standards of our state.

This sparked a conversation during which Superintendent Mai mentioned that the Mission Statement may benefit from a refresh after our Strategic Planning sessions have finished. This idea was well-received by the stakeholders present. Also discussed was the idea of refreshing the District logo: everyone is very fond of Spike, and would like to see the formal logo's dragon image be more in line with an elementary school milieu. These endeavors will be discussed with the Mansfield Township Board of Education when Strategic Planning is completed.

At our second Strategic Planning session, after examining all the work of the first and second meetings for common themes, we determined that the Goal Areas for the Mansfield Township Elementary School District's 2026-31 Strategic Plan will be

1. **Academic Achievement**, *including teaching & learning and curriculum & instruction*
2. **Student engagement**, *including clubs and activities, student pride & ownership in their work, fostering intrinsic motivation in students, and increasing attendance*
3. **Safety & Security**
4. **School and Community Pride**, *including showcasing & incorporating into students' learning what makes Mansfield Township and Warren County special and unique*



Our final phase of work was to write broad, five-year draft Goal Statements and to draft supporting Objectives for each of the Goal Areas. Participants this evening broke into four small groups, with each group working on a separate Goal Area. The small groups worked together to create draft language for each Goal Area and broad supporting Objectives using a suggested formula to craft the Goal Statements, the work from the previous two meetings, and the perspectives of the all the group members. That work appears below, verbatim.

Goal Area 1: Academic Achievement

Goal Statement: Our goal is to cultivate a dynamic and supportive learning environment that empowers all students through student-focused, hands-on, multisensory learning experiences that promote critical thinking, enabling each learner to reach their academic potential.

Objectives:

1. Utilize common, consistent, standards-aligned curriculum with clear, systematic progression across grade levels.
2. Incorporate peer observations and articulation horizontally and vertically.
3. Family support for student development at home.
4. Classroom and schoolwide attendance motivators.
5. Updated, ethical technology to support student and staff.

Goal Area #2: Student Engagement

Goal Statement: Prioritize student engagement during the school day and in afterschool student-centered clubs [so that] students [will be] more motivated in school because of their engagement.

Objectives:

1. Collect data from students to provide diverse options.
2. Clubs led by peer leaders? Parent volunteers? Teachers?
3. Re-evaluate the “engagement” of the clubs yearly to keep enrollment high; change-rotate if different interests arise.
4. Hands-on learning opportunities that create a higher level of student engagement that reinforces the curriculum.

(Goals 3 & 4 on the next page)



Goal Area #3: Safety & Security

Goal Statement: Prioritize and invest in the safety and security of MTSD to keep the students, staff, and community safe inside, outside, and virtually, so we can provide a comfortable and secure environment for years to come.

Objectives:

1. Provide more PD [professional development] / training for parents and staff on today's constantly evolving social media and technology.
2. Student-run social media (club) to inform other students of events issues, and social media itself.
3. Prioritize safety and privacy of students on playgrounds.

Goal Area #4: School and Community Pride

Goal Statement: To foster school and community pride in order to ensure effective learning for our students so that all stakeholders can actively participate in the cultivation of respectful, empathetic, critically-thinking students.

Objectives:

1. Utilize community assets to educate students and staff on relevant / important topics and issues.
2. Share / recognize student and staff successes and accomplishments throughout the community.
3. Share news, projects, initiatives with the community. Open the doors and see what we do!

Working with Ms. Helewa and her administrators as needed, Superintendent Mai will refine this work into a Strategic Plan document, which Ms. Helewa will make ready for formal approval by the Mansfield Board of Education in coming weeks. Once the Plan has been approved, Superintendent Mai and her team will create annual action plans which will bring the Strategic Plan's Goal Statements and Objectives to fruition over a five-year period. The Mansfield Township Board of Education will approve annual District Goals which are aligned to the Strategic Plan, and will support, monitor, and annually evaluate the Superintendent's progress on the action plans, Goals and Objectives of the Strategic Plan throughout its five-year lifespan.

We finished the evening with sincere thanks to the Mansfield Township Board of Education and Superintendent Mai for the opportunity for all present to contribute to the District's future direction in such a meaningful way. A heartfelt thanks was given to all who have participated in the creation of the Strategic Plan, in a manner which was truly immersive, conversational, and incisive—a true joy for the facilitator and for those who attended the sessions and worked together to build a visionary Strategic Plan for the children of Mansfield.



Thank you, MTES stakeholders, for your collaborative and excellent work on Strategic Planning!

Keep an eye on the District website for news on the date for formal Board approval of the 2026-2031 Strategic Plan.

All are welcome to attend this important milestone for our school!

Thanks and Gratitude

To Superintendent of Schools Diana Mai, for her educational leadership in the establishment of a new Strategic Plan for Mansfield Township School District;

To the Mansfield Township Board of Education, for opening the planning process to all school stakeholders who wished to contribute;

And to the parents, community members, dedicated MTSD educators, school district administrators, and school board members who joined us for one, two, or all three meetings to engage in lively, candid, and enjoyable conversations and diligent work to support the students of our beloved school.

This document is the result of all of your dedication to the Mansfield Township School District, and to the children you serve **now**, in the next five years, and beyond.