Goal Setting for the Montclair Board of Education

July 14, 2021

Facilitated by:
Charlene Peterson, NJSBA Field Services
Goals Development

Agenda:

• Goal Setting Process

• Review of Last Year’s Goals and Identification of 2021-22 Goals

• Strategic Planning Process
Goals Development

Strategic Plan Goals

District Goals (annual)

Board Goals

3-5 year goals with input from multiple stakeholders.

Everyone “owns the District goals. Superintendent accountable for completion. Board provides resources.

To improve process/tasks owned by the Board.
Linking Goals

District Strategic Planning Goals

District & Board of Education Goals

Superintendent/Merit Goals

Administrators Goals

Building Goals

Department Goals

Staff SGOs/PGOs/PDPs

Increased Student Achievement
Board Governance Cycle

- Board and CSA set goals (May – July)
- Action plans developed and goals approved (June/July)
- Begin evaluation process of CSA (April/May)
- Reporting out on progress (July – Sept)
- Board Self-Evaluation (Periodic e.g. Dec, March, June)

Begin evaluation process of CSA

Action plans developed and goals approved

Board and CSA set goals

Reporting out on progress

Board Self-Evaluation
Why Set District Goals

• It is a collaborative process to set district direction.
• Keeps focus on student achievement.
• Continuous improvement cycle.
• Last year’s outcomes are this year’s baseline.
• Drives budget and district priorities.
  • Framework for decision-making
  • Roadmap for work of district staff and board.
• Accountability through the evaluation process.
• Carries out the strategic plan.
Legally Required as part of Evaluation Process


Every local board of education having a superintendent shall evaluate the performance of the superintendent at least once a year. Each evaluation shall be in writing, a copy shall be provided to the superintendent and the superintendent and the board shall meet to discuss the findings. The evaluation shall be based upon the goals and objectives of the district, the responsibilities of the superintendent and such other criteria as the State Board of Education shall by regulation prescribe. Any contract entered into pursuant to N.J.S.A. 18A:17-15 shall provide for an evaluation pursuant to this section and may provide for additional evaluation criteria or procedures which shall not be inconsistent with the regulations of the State board.
# District Goal Attributes

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## # District Goals

3 to 5 is the average. Focus on what is most important without going in too many directions.

Consider that sometimes specifics may be in the Action Plan.

At least 1 goal

Student Achievement
District Goal Sample from State

<table>
<thead>
<tr>
<th>Goal</th>
<th>To prepare students for the rigor of college-level coursework.</th>
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<tbody>
<tr>
<td>Measure/metric</td>
<td>Year-over-year growth in the pass rate on AP tests.</td>
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<tr>
<td>Target</td>
<td>Increase the % of students passing AP tests by 10% from SY 2019-20 to 2020-21</td>
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<td>Actual Outcome</td>
<td>In 2019-20, 100 AP exams were taken and 60 were passed so the pass rate was 60%. In 2020-21, 120 AP exams were taken and 90 were passed. Pass rate of 75% which is 15% increase. GOAL HAS BEEN MET.</td>
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Role in District Goals

Community
- Values
- Aspirations
- Priorities

Board
- Areas of focus (with CSA input)
- Approval and oversight
- Resources (supplied)
- Appraisal (CSA, program)

CSA & Team
- Development of action steps
- Implementation
- District alignment of priorities
- Progress updates

Educators
- Delivery
- Assessment
- Adaptation/Personalization
District Goal Considerations

Consider:

- Last Year’s Goals
- Strategic Plan
- Student Achievement Needs
- Community Priorities
- District Initiatives
- Emerging Issues/Focus Areas
- Mission/Vision
- Resources
District Mission & Vision

Mission:
The Montclair Public School District is dedicated to creating a culture of learning and continuous improvement that provides every child with a high quality, creative, innovative and challenging education, through a magnet system of integrated schools in which every school represents a strong, diverse and vibrant community of learners.

Vision:
The Montclair Public Schools will cultivate and support our students to become high academic achievers, curious and creative thinkers, and socially adept young people who are prepared for college, careers, and livelihoods in the 21st century.
Last Year’s District Goals

1. Consistent implementation of school district policy by all staff members
2. Diversification of staff
3. Diversification of curriculum
4. Culturally Responsive Training (ongoing professional development)
5. Full implementation of Restorative Justice
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<th>2021-2022 District Goals</th>
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## Sample Action Plan - HOW

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<th>Staff</th>
<th>Resources</th>
<th>Timeline</th>
<th>Success Indicators</th>
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Board Goals

What do we need to focus on this year to continually improve our Governance work?

All tasks to complete the goal must be within the Board’s purview.
Last Year’s Board Goals

• The Board believes in the importance of communicating its Governance role and Board functions to the community. During the 2020-21 school year, the Communications Committee will work with the Superintendent and District Administration, to develop and improve, through collaboration, an understanding within the district and the Montclair Community, how the Board operates.

• The Montclair Public School District believes “All Students Can Learn” and “Every Child is Special.” To that end, the Board will work with the Superintendent, through its policies, to ensure that every student attending Montclair Public Schools is treated equitably, without bias, and is supported to meet their needs. Every Montclair Public School student will have the opportunity to attain their highest level of learning and achievement.

• Through the careful alignment of the budget to Board and District goals, the Board will build the capacity to assure the sound and fiscally responsible disposition of district resources in a manner that benefits all students.

• The Board will create an infrastructure addressing virtual and physical needs for best in classroom educational opportunities for 21st Century learning environments.

• During the 2020-21 school year the Board will: Direct the Superintendent and District Administration to support the continued implementation of Restorative Justice by expanding the number of pilot schools, support staff and administrator training, determine that Professional Development in Restorative Justice practices are provided to staff, and review and evaluate the initiative with the Coordinator. Review and revise policies with the inclusion of restorative practices. Allocate funding during the budget process for the continued implementation of Restorative Justice in the district.
2021-2022 Board Goals

1.

2.

3.

4.
Next Steps

**District Goals**
- Formally adopted by Board
- Superintendent develops action plans
- Board reviews action plans.
- Schedules progress reports.

**Board Goals**
- Formally adopted by Board
- Board develops action plans
- Schedules progress reports
Purpose of Strategic Planning

To create a district-wide **VISION**
that will direct, motivate, and inspire all members of the school community to work together to elevate student achievement.
Advantages of Strategic Planning

Proactive, creative and flexible

Provides a forum for stakeholder participation

Ongoing cycle of planning, assessment, and decision-making that will optimize limited resources and increase communications
What Is Strategic Planning?

**Strategic Planning Process**

- **Where are we now?**
- **Where do we want to go?**
- **How will we achieve in the future?**
- **What do we need to do?**
- **What are the missing links?**
- **Who will do what?**
- **How do we measure success?**
Components of Strategic Planning

Mission, Vision, Core Values

State of the District

Strengths/Achievements

Challenges/Opportunities

Vision for the Future

Goals

Action Plans
# Components of Strategic Planning

<table>
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<tr>
<th>What</th>
<th>Who</th>
<th>Tasks</th>
<th>When</th>
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</table>
| Planning/ Coordinate | Internal Coordinator(s)  
|                    | External Coordinator                                             | Calendar  
|                    |                                                                 | Identify: stakeholders, logistics, advertising, technology            | Summer                    |
| Gathering of Voices/Data | Everyone welcome – Board, staff, students, parents, community | Identify district:  
|                    |                                                                 | • Strengths  
|                    |                                                                 | • Challenges/ Opportunities  
|                    |                                                                 | • 5-Year Visions                                                      | Fall                      |
| Synthesize Data    | Steering Committee – ≈ 40 stakeholder representatives            | Identify goal areas based on data commonalities  
|                    |                                                                 | Develop goal statements                                               | Late Fall                 |
| Foundation         | Steering Committee                                               | Review/propose mission, vision, beliefs                               | Late Fall 1 Night @ 2 hrs |
| Presentation of Proposed Plan | External Coordinator. Everyone welcome | Review process and proposed plan.                                    | Early Winter Board meeting |
| Action Plans       | Administration                                                    | Develop the “how.” Steps to attain goals.                             | Approx. 60 days           |
Role of the Board

**Approve:**
- Strategic Planning Process
- Strategic Goals
- Resources to support goals

**Ambassadors**
- Board President makes welcoming remarks
- May attend planning meetings to greet, assist, listen to stakeholders & participate.

**Oversight**
- Communication of plan
- Proper Implementation of plan
- Alignment of district initiatives to plan
- Keeping the plan alive and a focus

New Jersey School Boards Association
Potential Stakeholders in the Process

- Parents/Guardians
- Staff
- Students
- Community Members
- Business Owners
- PTO/PTA
- Police/Fire Officials
- Town Government
- Community Leaders
- Education Foundation

- Board Members
- Alumni
- Senior Citizens
- Sports Organizations
- Chamber of Commerce
- Drug Alliance
- Veterans Associations
- Scout Leaders
- Religious Leaders
- Organizations specific to Montclair
Gathering of Voices/Data

Meetings 1 and 2
Open invitation to all. Can also send targeted invitations. RSVP helpful for planning.

Meeting 1
CSA – State of District
Small groups: Top 10 Strengths/Challenges

Meeting 2
2026
Where do want to be in 5 years?
Small groups: Visioning exercise
Gathering of Voices/Data
Logistics

Brainstorming in randomly assigned small mixed stakeholder groups
Each group has assigned recorder who will type and share so all in group can see.
40 minutes of small group discussion.
  Return to large group to report out.

Can plan for both in-person and remote participation groups.
## Sample Outcomes from Other Plans

### Top 10 List for each small group:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Challenges/Opportunities</th>
<th>Visions – Year 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tradition of academic excellence</td>
<td>Budget/fiscal constraints</td>
<td>Schools are true community hub</td>
</tr>
<tr>
<td>2. Supportive &amp; involved community</td>
<td>Community partnerships</td>
<td>Flexible facilities</td>
</tr>
<tr>
<td>3. Student opportunities</td>
<td>Changing demographics</td>
<td>Social &amp; cultural awareness</td>
</tr>
<tr>
<td>4. Motivated student body</td>
<td>SEL</td>
<td>More choice learning</td>
</tr>
<tr>
<td>5. Dedicated &amp; high-performing staff</td>
<td>Staff retention</td>
<td>Full interdisciplinary instruction</td>
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The common threads through all the small groups work will help to determine the strategic goal areas.
The remaining work is to use the data from Meetings 1, 2 to develop goal statements that will guide the work of the district for the next 3 – 5 years.

This work must reflect all stakeholder voices but the writing of 4 - 5 goals is best done by 4 – 5 small groups through the use of a Steering Committee representative of all stakeholder groups.

Steering Committee

Meetings 3, 4

Approximately 40 mixed stakeholders
Writing of Goal Statements
Meeting 3

Work of each small group for each goal area:

Using data from meetings 1, 2
- Strengths
- Challenges
- Visions

Write one goal statement
- Broad
- Big-idea

Write 3 to 5 objectives
- Supports goal
- More tactical
## GOAL WRITING PROCESS

**Sample Goal Area:** Facilities and Finance/Safety and Security

<table>
<thead>
<tr>
<th>Visions</th>
<th>Strengths</th>
<th>Challenges</th>
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<tbody>
<tr>
<td>- Interactive learning space – open floor plans</td>
<td>- Safety and security</td>
<td>- Environmental concerns</td>
</tr>
<tr>
<td>- Expand school choice program</td>
<td>- Facilities improvements</td>
<td>- Older buildings</td>
</tr>
<tr>
<td>- Virtual classrooms</td>
<td>- Building configurations</td>
<td>- Safety and security</td>
</tr>
<tr>
<td>- Safe learning environment</td>
<td>- Class size – space</td>
<td>- Mandates and resources drain</td>
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<tr>
<td>- Equitable distribution of funds for facilities</td>
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<tr>
<td>- State-of-the-art facilities</td>
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<tr>
<td>- All “green” facilities</td>
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Goal Area: Facilities and Finance/Safety and Security

Goal Statement: Create a safe and secure learning environment equipped to deliver 21st century programs.

Objectives:
- Upgrade facilities to be more energy and cost efficient.
- Increase internal and external security at all schools.
- Upgrade existing facilities to be more structurally modernized.
# Foundational Statements

Meeting 4 - Review/Develop/Revise for Consideration:

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
<th>Beliefs</th>
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<tbody>
<tr>
<td>Why?</td>
<td>What can be?</td>
<td>How?</td>
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<tr>
<td>Fundamental purpose</td>
<td>Compelling future</td>
<td>Values</td>
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<td>Clarifies priorities</td>
<td>Gives upward direction</td>
<td>Guides behavior</td>
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<td>Sharpens focus</td>
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The Montclair Public School District is dedicated to creating a culture of learning and continuous improvement that provides every child with a high quality, creative, innovative and challenging education, through a magnet system of integrated schools in which every school represents a strong, diverse and vibrant community of learners.

Vision:
The Montclair Public Schools will cultivate and support our students to become high academic achievers, curious and creative thinkers, and socially adept young people who are prepared for college, careers, and livelihoods in the 21st century.
We believe:

• Challenging all students by providing high-quality academic opportunities is essential to student success.
• All children, regardless of circumstances, can achieve at high levels.
• Effective educators are key to improving growth in student achievement. In addition, the Board of Education and Central Office must promote an environment of continuous improvement and innovation that results in a high performing district that is 100% focused on student achievement and success.
• Supportive and engaged parents, guardians and members of our diverse community must be welcomed and encouraged to become active participants in the education of our students.

Do these belief statements reflect the values of our community and district in guiding the behavior of our school community?

Guiding Principles:

• Require no justification beyond, “We believe.....”
• Reflect shared values
• Are what we actually believe, not what we wish we believed.
• Are clear, concise and precise.
• Are positively expressed
• Set the philosophic and behavioral tone of the school district.
Foundational Statements in Connection with Strategic Plan

- Vision Statement
- Mission Statement
- Strategic Plan
- Values
Presentation of Proposed Plan

NJSBA will present the plan at a Board of Education meeting. All invited!
### Action Plans – the “How”

**Goal Statement:**

**Objective:**

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