2024-2029
Strategic Planning
Summary Report

for
MONTCLAIR
PUBLIC
SCHOOLS
Thank You for Your Support and Participation

2024 Montclair BOE

- Melanie Deysher, President
- Monk Inyang, Vice-President
- Yvonne Bouknight
- Phaedra Dunn
- Brian Fleischer
- Crystal Hopkins (through 5/2024)
- Sean Long (started 7/2024)
- Eric Scherzer
- Allison Silverstein
- Kathryn Weller-Demming

Participants:
Staff, Parents, Students, and Community Members:

Thank you!

Dr. Jonathan C. Ponds, Superintendent
Damen Cooper, Interim Superintendent
Christina Hunt, Business Admin/Board Secr.
Senior Staff
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.
Benefits 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
Components of Strategic Planning

- **Vision for the Future**: Where do we want to be in 5 years?
- **Goals Objectives**: How will we get there (the roadmap)?
- **Information Strengths Challenges/Opportunities**: Where are we now?

**Meeting 1**
Nov. 13, 2023

**Meeting 2**
Nov. 29, 2023

**Meeting 3**
Dec. 11, 2023
Mission Statement

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 Statement:
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.
Your District Schools
Total of 11 schools & 2 Programs
- Five K-5 schools
- One K-2 school
- One 3-5 school
- Three middle schools (6-8)
- One comprehensive high school
- Developmental Learning Center (DLC) Program (Ages 3 & 4)
- PreK Program (12 classrooms – 4 in District, 8 with Partners)

Student Demographics as of October 16, 2023 (excluding OOD)

<table>
<thead>
<tr>
<th>Primary Ethnicity</th>
<th>#</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>7</td>
<td>0.1</td>
</tr>
<tr>
<td>Asian</td>
<td>327</td>
<td>5.4</td>
</tr>
<tr>
<td>Black or African American</td>
<td>1,129</td>
<td>18.5</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>836</td>
<td>13.7</td>
</tr>
<tr>
<td>Multiple Categories Reported</td>
<td>708</td>
<td>11.6</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>5</td>
<td>0.1</td>
</tr>
<tr>
<td>White</td>
<td>3,096</td>
<td>50.7</td>
</tr>
<tr>
<td>Grand Total</td>
<td>6,108</td>
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</tbody>
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Restorative Justice (RJ)

Social Emotional: Wellness

- Philosophy/approach to transforming school culture toward reparations and relationships and away from punishment and suspension.
- Fosters social/emotional well-being, acceptance, empowerment and mutual respect.
- Build an environment and relationships of inclusion, shared responsibility and accountability.
- RJ across all disciplines; Health and Wellness opportunities for staff, students and families.
- RJ across all schools with circle keeping, spaces, such as serenity room at MHS, farm-to-table garden at MHS.
Meeting 1 Small Group Work

Brainstorm

Top 10

Top 10 District

Strengths

Challenges/Opportunities
Meeting 1 Small Group Work
## Meeting 1 Small Group Work Excerpts

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Challenges/Opportunities</th>
</tr>
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<tbody>
<tr>
<td>Cultural diversity</td>
<td>Address achievement/ opportunity gaps</td>
</tr>
<tr>
<td>Bond referendum</td>
<td>Need for more college guidance</td>
</tr>
<tr>
<td>Amazing staff</td>
<td>Vertical articulation between grade levels</td>
</tr>
<tr>
<td>Parent involvement</td>
<td>Better/more course offerings</td>
</tr>
<tr>
<td>Magnet program</td>
<td>More mental health support</td>
</tr>
<tr>
<td># of extracurricular opportunities</td>
<td>Communication to diverse stakeholders</td>
</tr>
<tr>
<td>STEM &amp; Arts programs</td>
<td>Budget restrictions – 2%</td>
</tr>
<tr>
<td>CTE Pathways</td>
<td>Need shared vision</td>
</tr>
<tr>
<td>Strong PTA &amp; community partners</td>
<td>Promotion &amp; review of Magnet system</td>
</tr>
<tr>
<td>Students are prepared for life after high school</td>
<td>More innovative ways for student inclusion</td>
</tr>
</tbody>
</table>
We are in the year 2028. The District is being recognized as the model district in NJ for advancing student achievement.

You are the guest speaking and sharing Montclair’s story. How was this great success accomplished?

Visioning Exercise

What does success look like? What is different from 2023?
Visions – Year 2028

- Curriculum is integrated, honest, fair, and just.
- Restorative Justice in all schools.
- Sustainability practices and education.
- Universal PreK for all.
- Diverse staff.
- Flexible classroom spaces.
- National leader in STEM programming.
- Closed the achievement gap.
- More equitable interventions
- Dual enrollment/certifications/trade and skills for all
Common Threads

**Goal Areas**

1. **Achievement for All** *(includes Staff Success)*

2. **Community Engagement & Communication**

3. **Operations and Systems**

4. **Equitable, Safe & Healthy Learning Environment**
Meeting 3 Small Group Work

For your group’s goal area:

Using data from meetings 1 & 2

Write one goal statement
  • Broad
  • Big-idea

Write 3 to 5 objectives
  • Supports goal
  • More tactical
Brainstorming Goals based on data from Meetings 1,2

Meeting 3 Small Group Work

Reporting out the Goals/Objectives
Achievement for All

Goal Statement:
To create a learning environment and experiences where all Montclair Public Schools’ students will graduate as confident, skills-based learners to fully participate in society.

Objectives:
1. Provide continually refined, data-informed curricula and programming that develop a deep conceptual understanding of content while cultivating critical thinkers and problem solvers.
2. Foster a culture of inclusivity ensuring equitable access to resources and curricula for all students, inclusive of all backgrounds, origins, abilities, and demographic characteristics, thereby creating an environment where every student feels valued, respected, and empowered to thrive academically and socially.
3. Create a systemic approach to attracting, recruiting, retaining, and supporting a diverse and highly qualified staff and leadership.
Community Engagement and Communication

Goal Statement:
Partner with families and community organizations to increase access to resources and support learners.

Objectives:
1. Establish and maintain District-school communications that provide accurate information.
2. Support families as partners in supporting their children’s success.
3. Collaborate with community partners to support families and residents.
Goal Statement:
To make our District function supportively for staff, students, and the community, now and into the future.

Objectives:
1. To leverage the once-in-a-generation bond resources to ensure safe and well-maintained infrastructure, and a robust commitment to maintenance while retaining flexibility. (During the upgrade process, ensure a safe learning environment for students.)
2. Ensure a budgeting process that promotes the District’s fiscal sustainability in partnership with community stakeholders and vendors.
3. Create sustainable and eco-friendly facilities, culture, and practices inside and outside our buildings.
4. To (adopt) provide safety, security, and emergency management systems (policies & procedures) and technology that meet all local, state, and federal regulations and best practices.
Equitable, Safe, & Healthy Learning Environment

Goal Statement:
To create a safe and healthy learning environment that places all learners in an equitable unbiased space to learn, be challenged, and meet their success.

Objectives:
1. To provide training and resources to ensure full implementation of Restorative Justice within the District.
2. Increase opportunities for students to become active school community members.
3. To provide all students with resources/opportunities to engage in Social Emotional Learning (SEL), educating students to be mindful of each other’s learning profiles.
Action Plan Development – the “How” Work of the Administrative Team and Staff

**Action Plan – the “How”**

An action plan is a list of specific steps to accomplish each goal and its corresponding objectives over the next 5 years:

- Tasks/Steps
- Resources
- Outcomes
- Success Indicators

**Considerations:**

- What is already in progress?
- Resources available
- Funding availability
- Prioritization of needs
- Sequencing
# Sample Action Plan Excerpt – the “How”

<table>
<thead>
<tr>
<th>Goal Area #2</th>
<th>Community Engagement and Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal Statement</strong></td>
<td>Partner with families and community organizations to increase access to resources and opportunities supporting all learners.</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>1. Establish and maintain district-school communications that provide accurate information.</td>
</tr>
<tr>
<td></td>
<td>2. Support families as partners in supporting their children’s success.</td>
</tr>
<tr>
<td></td>
<td>3. Collaborate with community partners to support families and residents.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major Activities</th>
<th>Resources/ Inputs</th>
<th>Staff</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Indicators of Success/Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you have access to the resources, then you can use them to accomplish your planned activities</td>
<td>Certain Resources are needed to operate your program</td>
<td>Who will be involved with this process?</td>
<td>If you accomplish your planned activities, then you will hopefully deliver the amount of product and service that you intended.</td>
<td>If you accomplish your planned activities to the extent you intended, then your participants will benefit in certain ways.</td>
<td>If these benefits to participants are achieved, then certain changes in organizations, communities, or systems might be expected to occur.</td>
</tr>
<tr>
<td>Evaluate current communication channels: District Website, Social Media Platforms, Phone messaging, Newsletters &amp; Emails.</td>
<td>survey data analytics vendor proposals data privacy</td>
<td>District Leadership and Committees Community Stakeholders Staff</td>
<td>Evaluation outcome data will provide a report on existing communication platforms and recommendations for enhancement</td>
<td>The evaluation of current communication channels will provide knowledge and data regarding which methods of communication need to be revamped to inform enhanced communication</td>
<td>Enhanced effective communications by providing accurate information to stakeholders and fostering trust and transparency within the community.</td>
</tr>
<tr>
<td>Develop a centralized information hub, such as a district website, App, or social media, where stakeholders can access accurate and up-to-date information about district policies, programs,</td>
<td>website vendor social media platforms</td>
<td>District Leadership and Committees Community Stakeholders Staff</td>
<td>Centralized Information Hubs</td>
<td>The centralized information hub will increase accessibility to information and promote transparency by fostering open sharing of relevant information with stakeholders.</td>
<td>Enhanced effective communications by providing accurate information to all stakeholders and fostering trust and transparency.</td>
</tr>
</tbody>
</table>
Upon approval by the Board, the strategic plan is a living plan that should be reviewed and updated over time.

It informs the work of the District by serving as the basis for the annual District goals.
Thank You

NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL COMMMITTED CITIZENS CAN CHANGE THE WORLD: INDEED IT'S THE ONLY THING THAT EVER HAS.

MARGARET MEAD