



**GOAL SETTING**



# Goal Setting for the Montclair Board of Education

**July 14, 2021**



New Jersey School Boards Association  
[www.njsba.org](http://www.njsba.org)

**Facilitated by:  
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# Goals Development

## Agenda:

- **Goal Setting Process**
- **Review of Last Year's Goals and Identification of 2021-22 Goals**
- **Strategic Planning Process**



# Goals Development



# Linking Goals



# Board Governance Cycle



# 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

## **N.J.S.A. 18A:17-20.3a Evaluation of Superintendent's Performance**

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

District Goal Attributes	
<b>S</b>	Student-centered
<b>M</b>	Measurable, mission-supportive
<b>A</b>	Attainable, actionable, accountable
<b>R</b>	Rigorous, relevant
<b>T</b>	Time-based

## # District Goals

3 to 5 is the average.

**Focus on what is most important without going in too many directions.**



**At least  
1 goal**

Consider that sometimes specifics may be in the Action Plan.



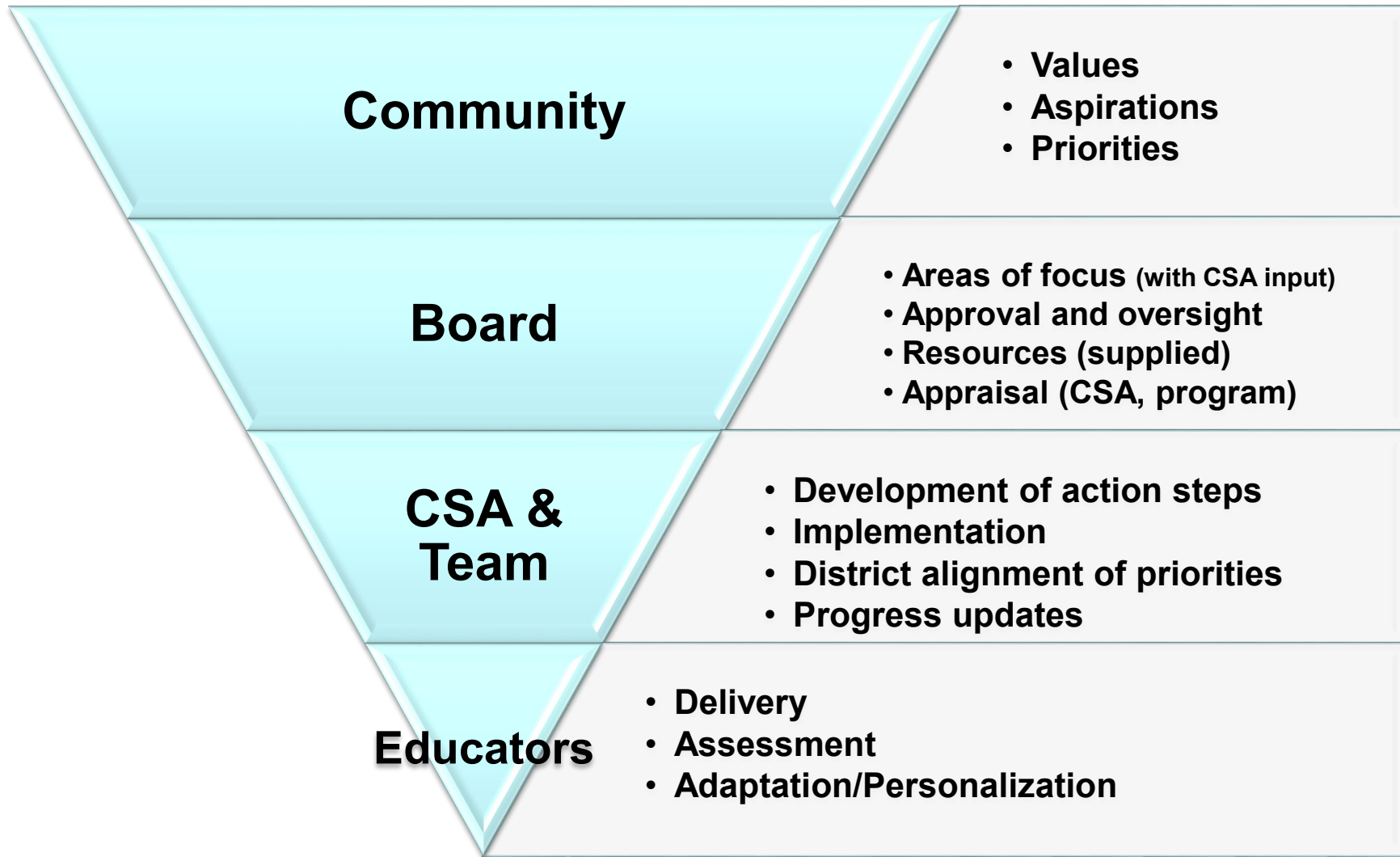


# District Goal Sample from State

Goal	To prepare students for the rigor of college-level coursework.
Measure/ metric	Year-over-year growth in the pass rate on AP tests.
Target	Increase the % of students passing AP tests by 10% from SY 2019-20 to 2020-21
Actual Outcome	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.



# Role in District Goals



# District Goal Considerations

Consider:

**District Goals**

**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



# 2021-2022 District Goals

1.

2.

3.

4.



# Sample Action Plan - HOW

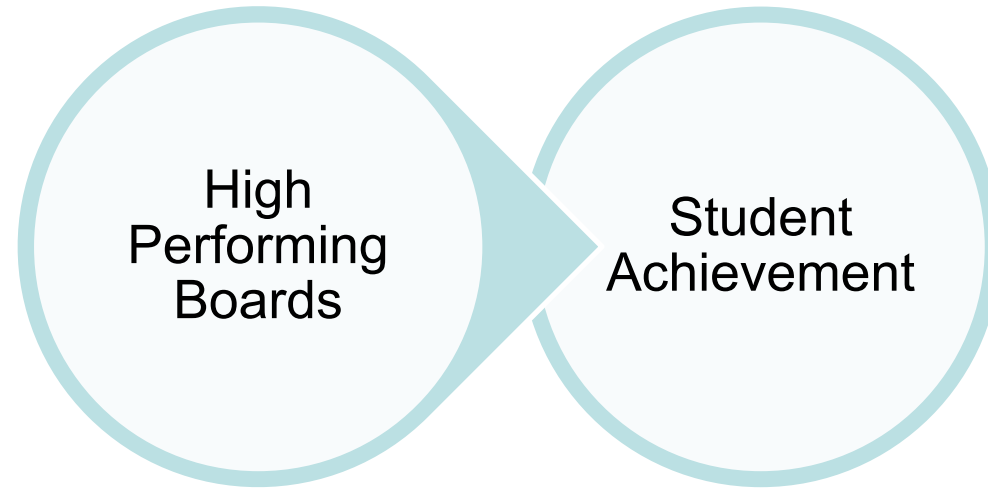
For Board Review

Major Activities	Staff	Resources	Timeline	Success Indicators
1.				
2.				
3.				
4.				

Prepared by Administration



# 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



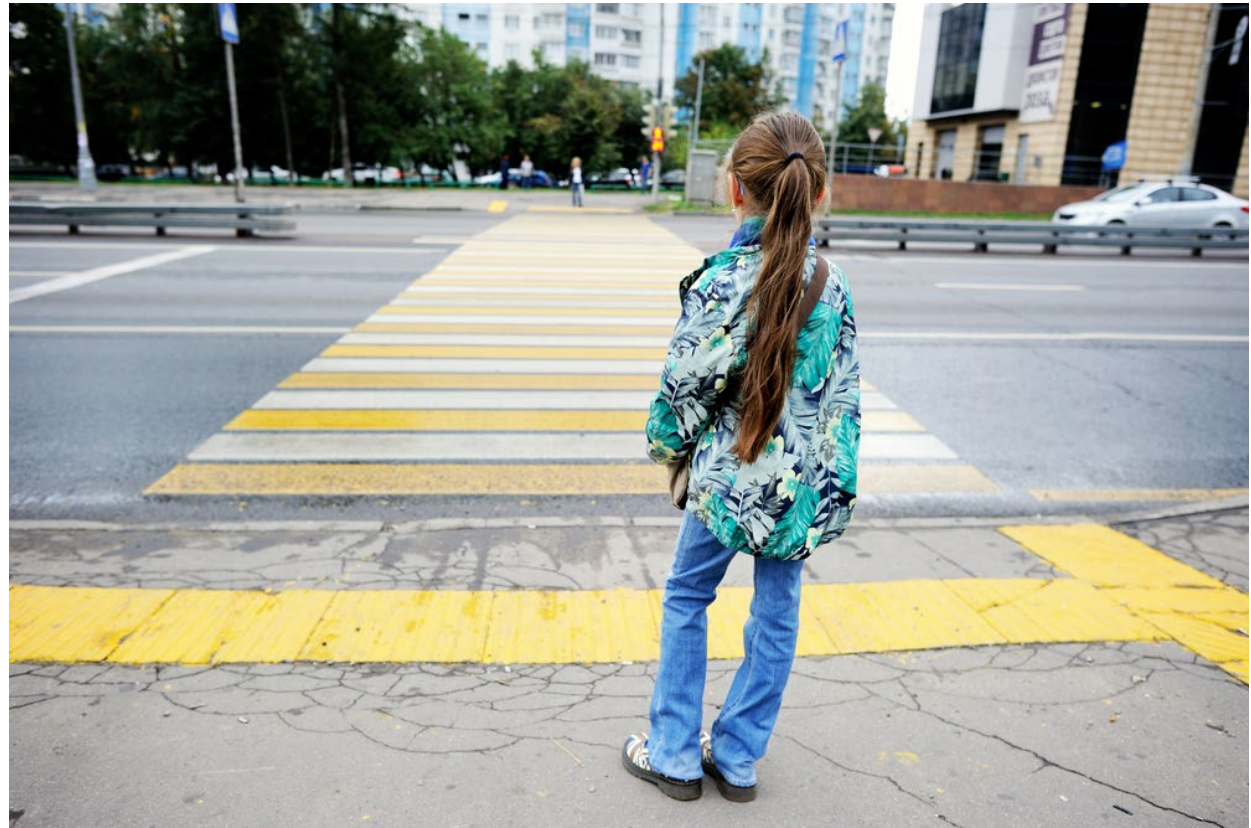
# Strategic Planning Process



# 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?



# Components of Strategic Planning





# Components of Strategic Planning

What	Who	Tasks	When
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: <ul style="list-style-type: none"> <li>• Strengths</li> <li>• Challenges/ Opportunities</li> <li>• 5-Year Visions</li> </ul>	Fall 2 Nights @ 2 hours each
Synthesize Data	Steering Committee – ≈ 40 stakeholder representatives	Identify goal areas based on data commonalities Develop goal statements	Late Fall 1 Night @ 2 hours
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



# 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

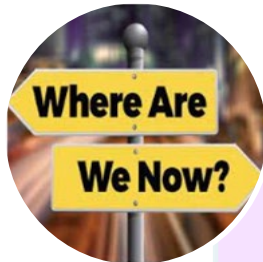


# Gathering of Voices/Data



## 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

**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



List for each small group:

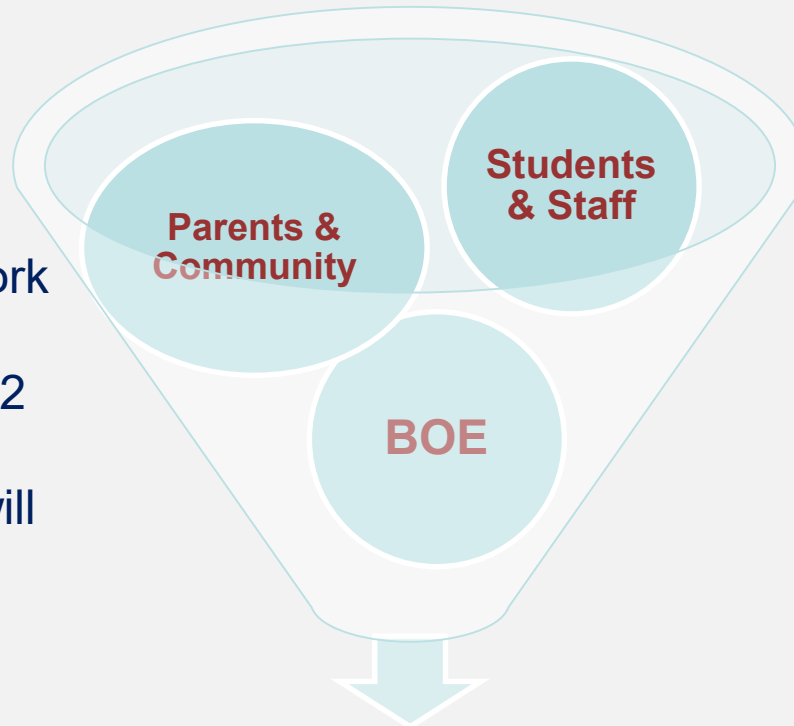
	Strengths	Challenges/ Opportunities	Visions – Year 2026
1.	Tradition of academic excellence	Budget/fiscal constraints	Schools are true community hub
2.	Supportive & involved community	Community partnerships	Flexible facilities
3.	Student opportunities	Changing demographics	Social & cultural awareness
4.	Motivated student body	SEL	More choice learning
5.	Dedicated & high-performing staff	Staff retention	Full inter-disciplinary instruction
	... 6 – 10.	... 6 – 10.	

The common threads through all the small groups work will help to determine the strategic goal areas.



# Data Synthesis

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**

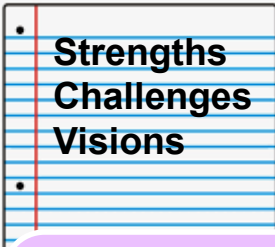
Approximately 40 mixed stakeholders



# 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**

#### Visions

- Interactive learning space – open floor plans
- Expand school choice program
- Virtual classrooms
- Safe learning environment
- Equitable distribution of funds for facilities
- State-of-the-art facilities
- All “green” facilities

#### Strengths

- Safety and security
- Facilities improvements
- Building configurations
- Class size – space

#### Challenges

- Environmental concerns
- Older buildings
- Safety and security
- Mandates and resources drain



# GOAL WRITING PROCESS

## Sample Goal Statement

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

**Goal Statement:** Create a safe and secure learning environment equipped to deliver 21<sup>st</sup> 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:

Mission	Vision	Beliefs
Why?	<u>What</u> can be?	How?
Fundamental purpose	Compelling future	Values
Clarifies priorities Sharpens focus	Gives upward direction	Guides behavior



# District Mission & Vision

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# District's Core Values

## *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.

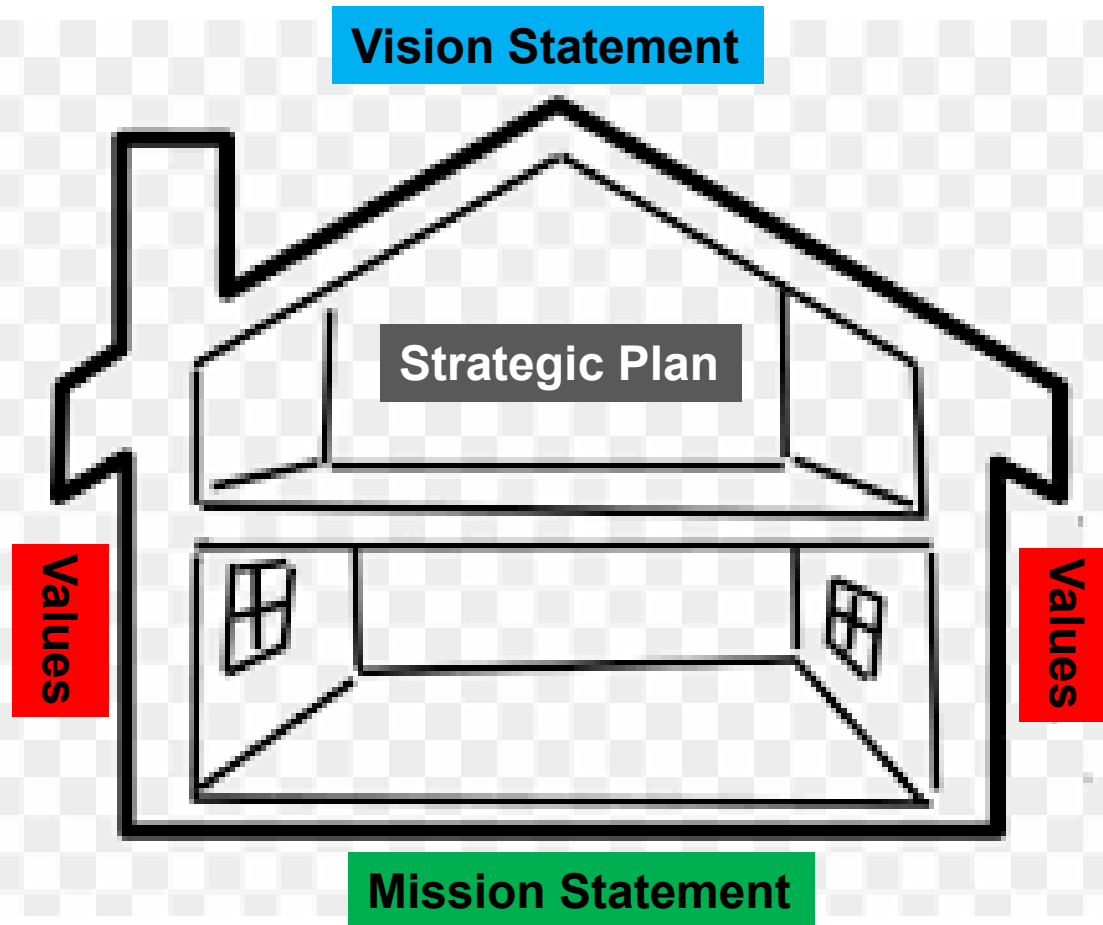
Do these belief statements reflect the values of our community and district in guiding the behavior of our school community?

## **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



# Presentation of Proposed Plan

NJSBA will present the plan at a Board of Education meeting. All invited!



# Action Plans – the “How”

**Goal Statement:**

**Objective:**

Major Activities	Staff	Resources	Timeline	Success Indicators
1.				
2.				
3.				
4.				

**Work of Administration**

