



Creating a Strategic Plan for the Montclair Public Schools Meeting 3 – December 11, 2023

District 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.

Session 3 of 3 - Developing a Broad Goal Statement and Supporting Objectives for Each Goal Area

On December 11, 2023 Montclair Public Schools parents, students, board members, staff, administration, and community members came together to continue the strategic planning process. The third and final meeting's topic focused on the development of a broad goal statement and four or so supporting objectives for each of the goal areas. These goals will represent a shared vision for the Montclair Public Schools over the next five years.

Board president Allison Silverstein opened the meeting then Charlene Peterson and Kelly Mitchell from New Jersey School Boards Association facilitated the strategic planning process. The group was provided with an overview of the previous meetings and then the goal writing process was introduced that included the connection to the work from the first two meetings and the components of a goal statement.

Participants were divided into five breakout groups – one group per each goal area:

- Achievement for All
- Staff Success
- Operations and Systems
- Equitable, Safe, and Healthy Learning Environment
- Community Engagement and Communication

Each goal area group was tasked with writing a broad goal statement and developing accompanying objectives that reflected the strengths, challenges, and visions relative to their goal area as determined in Meetings 1 and 2.

Small Group Work - The information that follows is a summary of the work of the small groups with a few minor modifications.

Goal Area	Achievement for All
Goal Statement	To create a learning environment and experiences where all Montclair Public School students will graduate as confident, skills-based learners to participate in society fully.
Objectives	<ol style="list-style-type: none"> 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. Provide adequate resources and support necessary for students to be able to exercise all available opportunities and interests that they desire. Diversify material supports in all ways needed for students to succeed. 3. Create a culture of inclusivity “where students with disabilities and learning differences (including those who are exceptional) are welcomed as classmates, valued as learners, and empowered to succeed.” (NJCIE) 4. Evaluate, support, strengthen, and innovate the Magnet programs and themes. 5. Actively incorporate cutting-edge practices to develop multiple pathways to uplift student needs and interests.

Goal Area	Staff Success
Goal Statement	Create a conducive and sustainable environment for staff recruitment, growth, and success.
Objectives	<ol style="list-style-type: none"> 1. Implement a system for ongoing vertical articulation. 2. Develop communities of practice to support continuous teacher/staff growth, including support of creative initiatives. 3. Comprehensive Professional Development program developed collaboratively with teachers. 4. Create a systematic approach to attracting and retaining a diverse and highly qualified staff.

Goal Area	Operations and Systems
Goal Statement	To make our district function supportively for staff, students, and the community, now and into the future.
Objectives	<ol style="list-style-type: none"> 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. 2. Adopt a sustainability policy that includes maximizing outside resources available toward climate-resilient facilities, culture, and practices inside and outside our buildings. 3. To prioritize long-term consistency in leadership, enabling data-driven planning processes and organizational systems.

	4. Ensure a transparent and predictable budgeting process that promotes the district’s fiscal sustainability in partnership with the township, community members, and other stakeholders.
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Goal Area	Equitable, Safe, & Healthy Learning Environment
Goal Statement	A safe and healthy learning environment where all voices are heard to create an equitable space to learn, be challenged, and meet their own personal success.
Objectives	<ol style="list-style-type: none"> 1. Utilize research-based decision-making to review/modify school start times, nutrition, and access to outdoor and indoor play. 2. To provide training and resources to ensure full implementation of Restorative Justice within the district. 3. Increase opportunities for students to become active members of the school community. 4. To provide all students with resources/opportunities to engage in SEL, educating students to be mindful of each other’s learning profiles. 5. To ensure equitable access to resources and curricula.

Goal Area	Community Engagement and Communication
Goal Statement	Ensure clear communications so everyone is on the same page with equitable access to information and to enhance community engagement.
Objectives	<ol style="list-style-type: none"> 1. Establish and maintain multiple channels for clear and accurate information. 2. Support all families, including multi-lingual families, as partners in supporting their children’s success. 3. Overhaul the district website to be user-friendly and up to date. 4. Collaborate with the township and community partners to support all families and residents. 5. Establish a predictable cadence for district-school communications.

Next Steps

The administration will develop action plans to accomplish the goals/objectives. A final report summarizing the plan will be generated by New Jersey School Boards and presented at an upcoming Board of Education meeting for consideration by the Board. All participants and interested stakeholders are encouraged to attend.

Thank You

Thank you to everyone who participated in the strategic planning process. The outcome of the plan has been shaped by the input of every participating member. The district has been provided with a five-year roadmap that reflects the aspirations of the various stakeholders for Montclair’s students.