

# 2021-22 Goal Setting Ridgewood BOE

---

Systemic, Data-Informed  
Model for Creating District Goals

Presented by Matt Lee, FSR



New Jersey School Boards Association

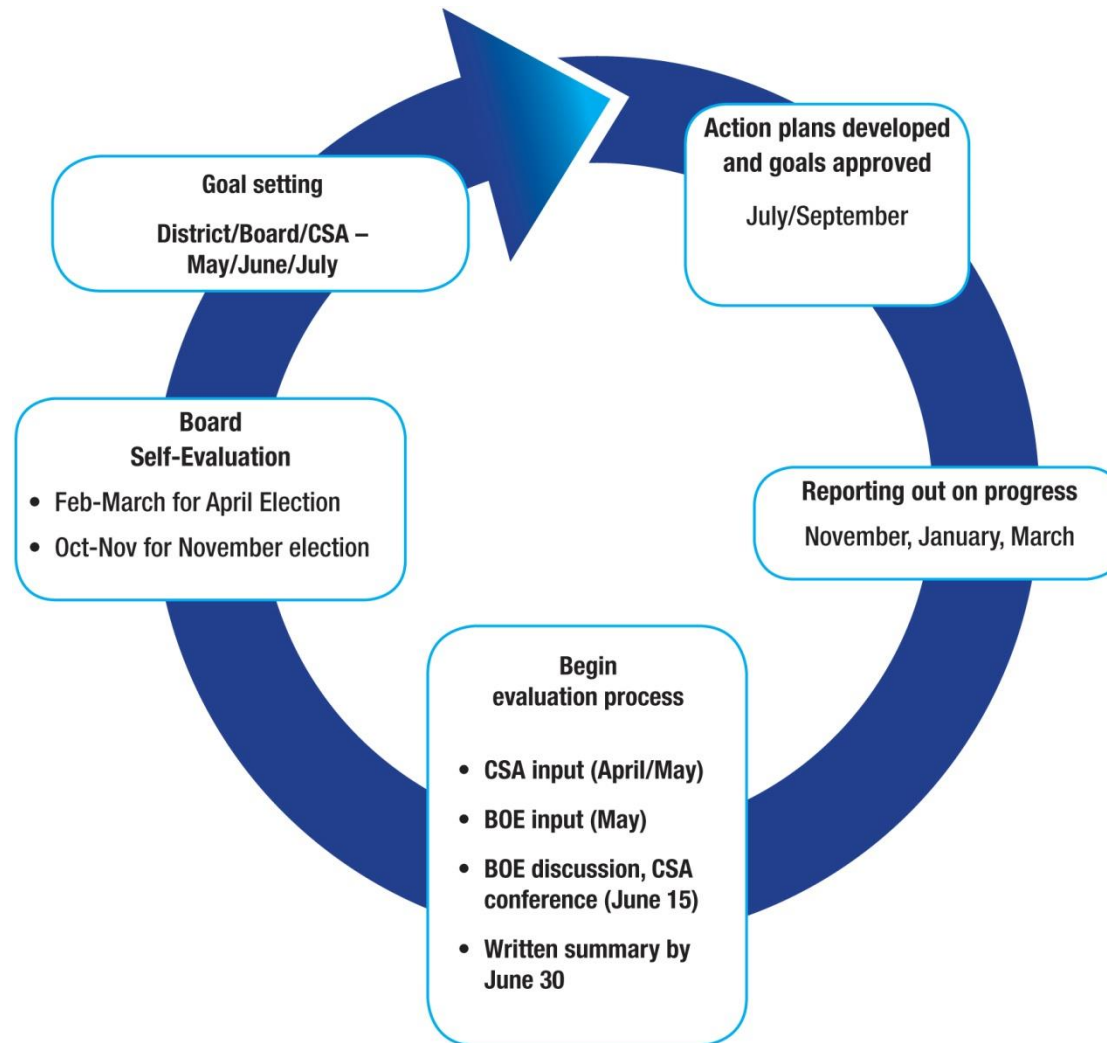
[www.njsba.org](http://www.njsba.org) | 609. 695. 7600 | 888.88NJSBA

# Goals are the foundation for:

- Effective policy development
- Optimizing resource allocation
- Program planning
- CSA Evaluation
- Effective communication
- Accountability
- Continuous improvement



# Board Governance Cycle



# Data Sources

- School Performance Reports
- Proprietary Assessments
- Enrollment Projections
- Graduation/  
Higher Education Data
- Staff/Com/Student Input
- Board Self Evaluation
- NJQSAC Report
- NCLB Waiver Requirements
- Board committee recommendations

TERM	1	2	3	4	Yr Tot
PRESENT	X	X			
ABSENT					

CONDUCT					
TERM	1	2	3	4	Yr Tot
				X	

ART*					
LANGUAGE ARTS	A	A	A	A	A
PHYSICAL EDUCATION*					
MATHEMATICS	A	A	A	A	
GRADE LEVEL					
MUSIC*	B	A	A	A	
READING					
GRADE LEVEL					
SCIENCE/HEALTH	B	B	A	A	
SOCIAL STUDIES	B	B	B	A	
WRITING*					
ENHANCED MATH**					
ENHANCED READING**					
SPELLING					

PROMOTION UNLIKELY	

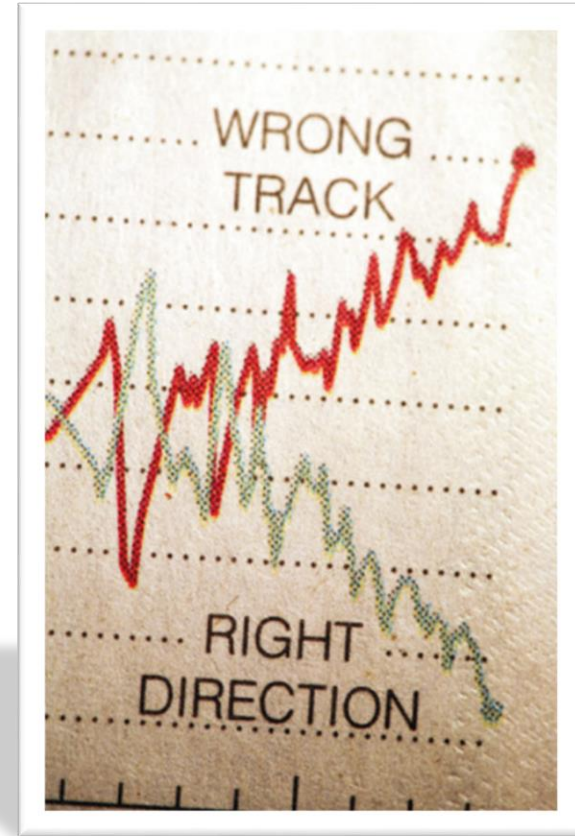
  

**MARKING CODE**  
95 - 100 - A EXCELLENT  
85 - 94 - B ABOVE AVERAGE  
75 - 84 - C AVERAGE  
70 - 74 - D BELOW AVERAGE  
0 - 69 - F UNSATISFACTORY  
S SATISFACTORY  
N NOT YET EVALUATED



# Data Sources (cont.)

- Suspension & Discipline Data
- Absentee Rates, Staff & Student
- Violence & Vandalism Report
- Bullying, Intimidation and Harassment Statistics
- Culture and Climate Surveys





# Goal Development



# Goal Development

## DISTRICT GOALS

- program
- instruction
  - staff
- professional development
  - facilities
  - finance

## BOARD GOALS

- process
- procedures

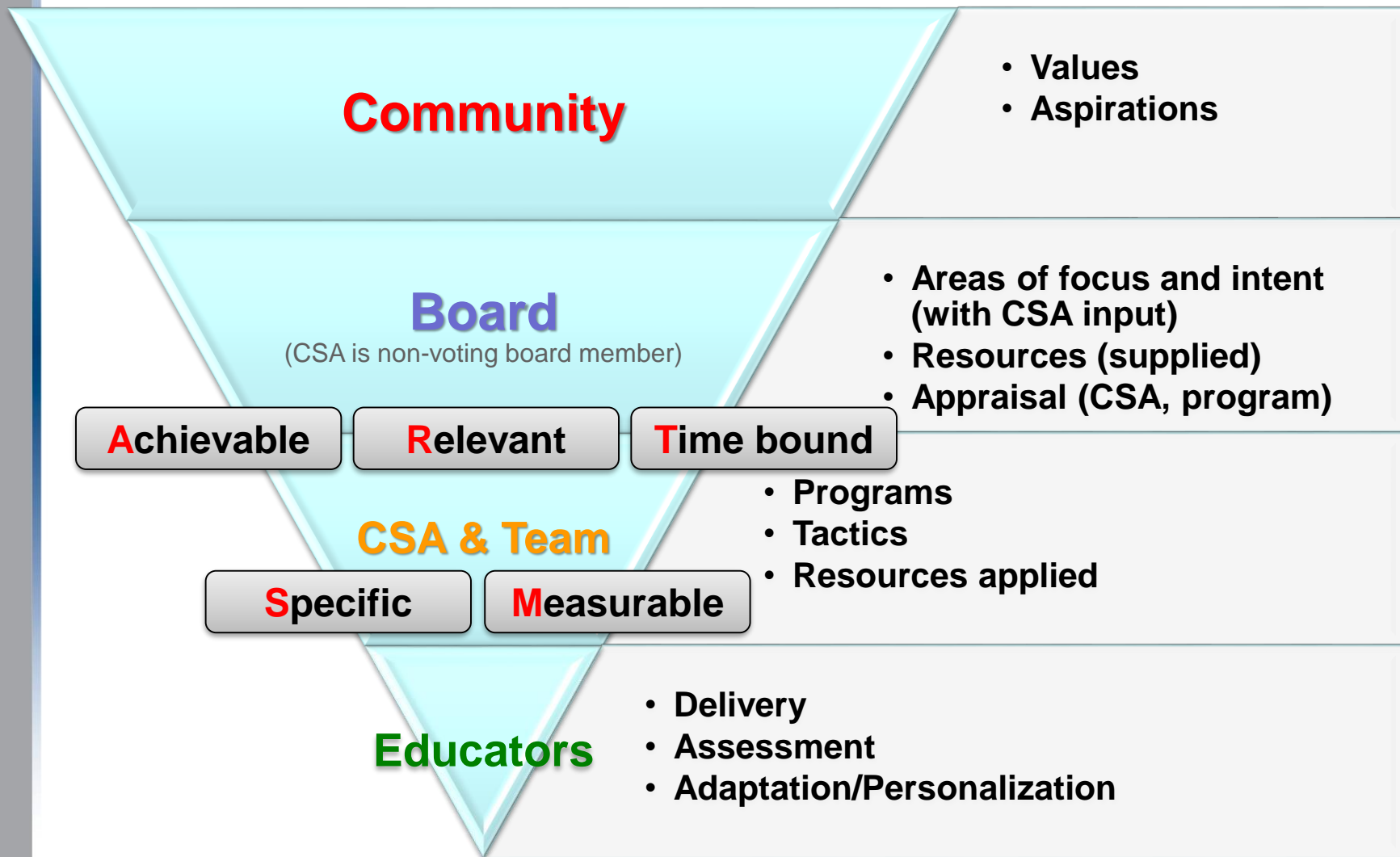
**Everyone “owns” the District Goals** They are collaboratively set by the board and the CSA. The Board supplies the “what” resources necessary for their attainment. The CSA supplies the “how” (action plans) and is responsible for their completion.

**Board Goals** are set by the board to improve process/tasks “owned” by the Board. They are evaluated in conjunction with the board self-evaluation.



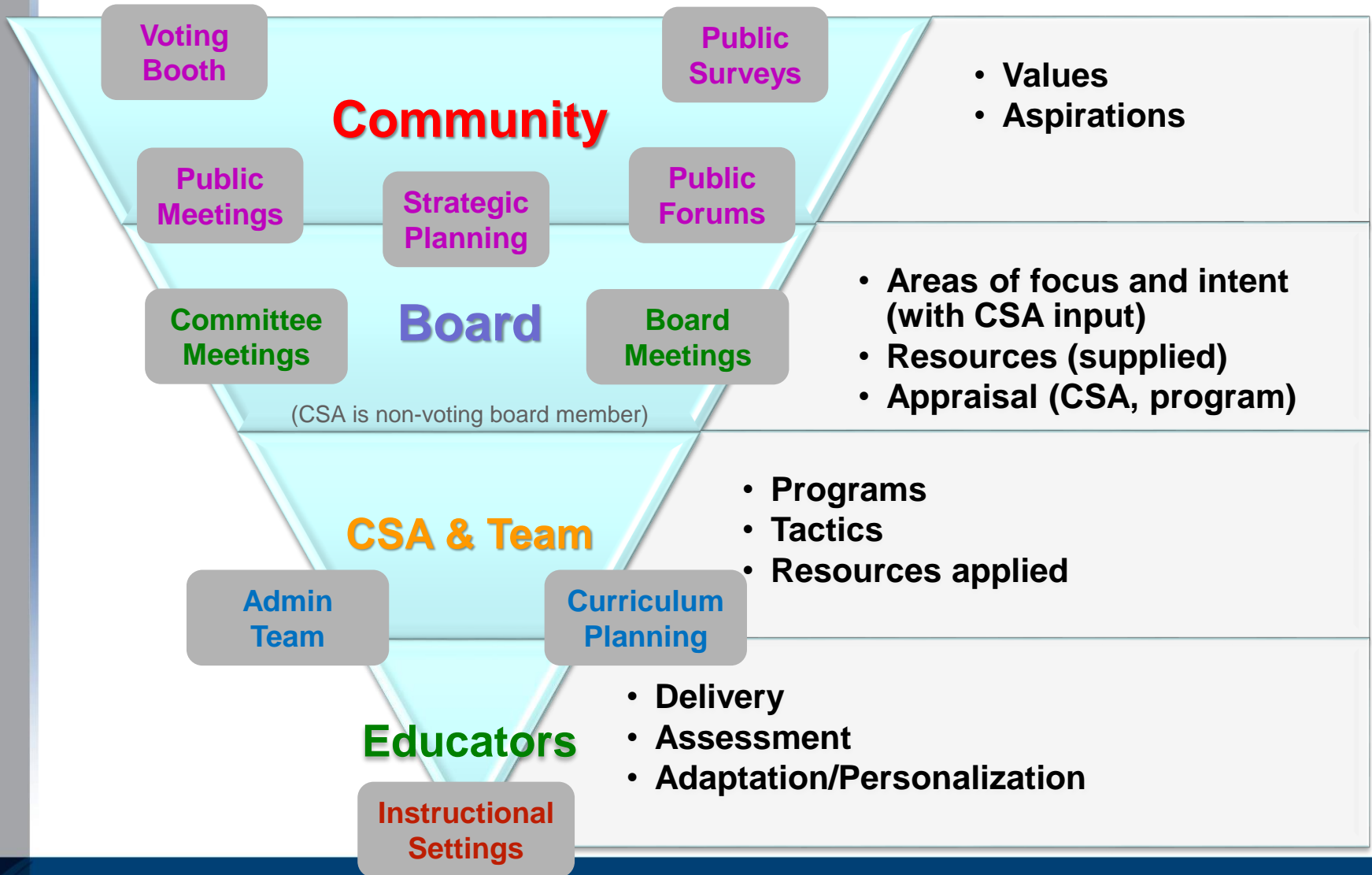


# Stakeholder Roles In Formulating Educational Goals





# How Groups Contribute To Goals



# District Goal Development

## Consider...

- Vision for the District
- District mission statement
- Strategic plan
- Data
- Previous goals:
  - achieved
  - in progress



# Essential Question: District Goals

- What should be our focus for the coming year that will **most** dramatically impact student learning?
- What should our time, talent and resources be best aligned to to ensure our students are:
  - Critical thinkers
  - Collaborative problem solvers
  - Digitally literate
  - Civic responsibility
  - Culturally responsive with a love of learning
  - Moral, ethical, empathetic and compassionate



# Essential Questions: District Goals

- How is our educational program meeting the learning needs of our students?
- What does our data identify as an improvement focus?
- What input suggests a needed improvement in core areas?
- How will our financial resources and budget align and support student achievement plans and priorities?



# Mission Statement

*“The Ridgewood Public Schools, committed to a tradition of excellence and innovation, in partnership with the community, provide a rich and challenging learning environment, enabling students to maximize their unique potential to become lifelong learners and productive, responsible citizens.”*



# Focus Areas Based on Greatest District Needs

**What can we do that has the greatest impact on student achievement?**



# Previous Year's District Goals

1. During the 2020-21 school year, the district will evaluate, implement, and enhance ways to address mental health issues that surface due to the educational disruption resulting from the COVID-19 pandemic. The School-Based Mental Health District Coordinator working with the crisis intervention counselors, social workers, school psychologists, guidance counselors, and Ridgewood Intensive Therapeutic Supports will determine and if necessary implement mental health assistance and provide supportive interventions to students, parents, and staff.
2. The District's 2020-21 reopening plan provides students with instruction through a hybrid model allowing for a combination of in-person and remote learning or a fully remote model. Appropriate adjustments to increase in-person instruction will be made with the goal of resuming full-time, in-person instruction for all district students if we can provide a healthy environment for students and staff based on community, region, and state health data.





# Previous Year's District Goals

3. The district administration, in partnership with staff, students, and the community, will advance the district's core beliefs and values as defined in our Strategic Plan: Vision 2024. In the 2020-21 school year, the district will examine our practices related to diversity and equity and foster open collaboration and communication with all stakeholders on these issues to ensure that all who enter the Ridgewood Public Schools feel safe, respected, and valued.
4. During the 2020-21 school year, the district will continue to examine our current method of identifying students who demonstrate a high level of achievement in one or more content areas, the instructional practices in place, the consistency of implementation, and instructional resources available to provide an appropriate educational challenge. While continuing to implement the ideals set forth in our mission statement, namely to work with the community to provide a rich and challenging learning environment that fosters intellectual curiosity amongst students and empowers each student to reach his/her unique potential.



# District Goals 2021-22 (proposed)

1. The District will evaluate, implement, and enhance ways to address mental health issues that surface due to the educational disruption resulting from the COVID-19 pandemic. The School-Based Mental Health District Coordinator working with the Crisis Intervention Counselors, social workers, school psychologists, guidance counselors, and Ridgewood Intensive Therapeutic Supports will determine and if necessary implement mental health assistance and provide supportive interventions to students, parents, and staff. Mental health programming will be monitored and evaluated through referrals and provided services.
2. The Journey Forward District plan provides students with instruction through a full-day in-person learning experience and provides remote learning models if a student is quarantined. Appropriate adjustments to the school facilities and procedures will be in place to provide a healthy environment for students and staff based on community, region, and state health data. The full-day and remote learning models will be monitored and evaluated through attendance and surveys.



# District Goals 2021-22 (proposed)

3. The District administration, in partnership with staff, students, and the community, will advance the District's core beliefs and values as defined in the Strategic Plan: Vision 2024. The district will examine practices related to diversity and equity and foster open collaboration and communication with all stakeholders on these issues to ensure that all who enter the Ridgewood Public Schools feel safe, respected, and valued. A website featuring highlights of each school's practices and district programs will be created and used to demonstrate evidence on this initiative.
4. The District will continue to examine the rigor and individualized options of the academic K-5 programs to determine the extent to which it provides all with a rich and challenging learning environment that fosters intellectual curiosity amongst students and empowers each student to reach his/her unique potential.



# Next Steps

## District Goals

- Board adopts annual district goals
- Superintendent develops action plans
- Board reviews Superintendent's action plans
- Establish dates for frequent progress reports on goals



# Essential Questions: Board Goals

- What professional development would assist the board members in improving their governance skills?
- What professional development needs does our Board Self-Evaluation indicate?
- What professional development is needed by the board in support of district goals?



# Previous Year's Board Goals

1. The Board of Education will hire a search firm and in collaboration with the search firm will design the process to ultimately hire a new Superintendent.
2. The Board of Education through an RFP process will interview and appoint the Board's General Counsel as well as an Engineering and Architectural Firm.
3. The Board of Education will negotiate and adopt a new collective bargaining agreement with the REA.
4. In collaboration with the Superintendent, the Board of Education will develop the 2021-2022 budget while preserving financial flexibility and reducing inefficiencies without undermining educational progress.
5. Where and whenever possible, the Board of Education will foster increased public participation, collaboration, and open communication with all stakeholders.



# 2021-22 Board Goals (proposed)

1. The Board of Education will negotiate and adopt a new collective bargaining agreement with the RAA.
2. In collaboration with the Superintendent, the Board of Education will investigate and propose a new Alternative Schedule for start and end times to all schools and suggest changes to the allocation of time during the day where appropriate.
3. The Board of Education will investigate and create an actionable plan to develop a second question to address District staffing needs.
4. The Board of Education will create a multi-year plan to identify and prioritize capital projects to be completed.
5. The Board of Education will investigate and create an actionable plan to develop a bond referendum for all school facilities.





# 2021-22 Board Goals (proposed)

6. The Board of Education will measure the effectiveness of the dissemination of information at the school and district level.
7. The Board of Education will create and share on the website PreK-12 evidence-based social emotional learning programming and practices.
8. The Board of Education will examine the hiring practices of the District and identify areas of improvement with a focus on diversifying the faculty and staff.
9. The Board of Education will conduct a feasibility study regarding ways to alleviate flooding issues at all schools and most especially RHS and its two athletic fields.



# 2021-22 Board Goals (proposed)

10. The Board of Education will examine student progress as measured by various assessments and determine what resources are needed to ensure students are receiving appropriate support to demonstrate growth.
11. The Board of Education will conduct a feasibility study regarding ways to enhance the PreK-12 STEAM curriculum, resources, and personnel.
12. The Board of Education will examine student progress over two years as measured by Student Growth Percentile (SGP) scores and determine what resources are needed to ensure students are receiving appropriate support to demonstrate growth to achieve the "exceed expectations" category in all schools.
13. The Board of Education will examine future school district calendars to determine if an earlier school start date in August is necessary with the addition of newly recognized calendar holidays.



# Next Steps

## Board Goals

- Board develops professional improvement plan (action plan for goals)
- Board implements professional improvement plan (action plan for goals)
- Establish dates for frequent progress reports on goals

