



2021-2022 District Goal Update

Dr. Ronald G. Taylor | Superintendent of Schools
January 24, 2022

Agenda

- Brief Review of the NJSBA District Goal Process
- Review of the District Goals & progress thus far for the 2021-2022 school year.

District Goal Process



New Jersey School Boards Association

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Field Services

Your field service representative (FSR) is a wonderful resource and your district's primary point of contact with NJSBA.

Goal Setting

By setting goals for the public schools, the school board represents the community's aspirations for its students. Your field service representative can help you through the process with this valuable service, available as part of your board's NJSBA membership.

District Goal Process

The formation of District Goals customarily begin with a Board of Education retreat facilitated by the New Jersey School Board Association field representative that is assigned to the applicable District.

- The Board of Education and the Superintendent of Schools review the previous years outcomes, including challenges and triumphs.
- The Board and the Superintendent then come to an agreement on the selected goals, understanding that some goals are so robust that they may take multiple years.
- The goals are then formally adopted by the the Board of Education.
- The Superintendent then takes the goals and facilitates **action plans** with the applicable School Leadership Team members. Action plans are then shared with the Board and the Public and lays the road map for successfully addressing the goal(s).



District Goal Process...Continued

The formation of District Goals customarily begin with a Board of Education Retreat facilitated by the New Jersey School Board Association Field Representative that is assigned to the applicable District.

- The Superintendent reports out action plan updates in a timely manner to the Board and the Public
- One important caveat, these goals often drive the goal setting of other leaders in the District.
- In the spring, the Superintendent provides artifacts and evidence of goal completion to the Board through the NJSBA's Superintendent Evaluation digital portal. The Board reviews the submission and meet to discuss and ultimately issue the Superintendent's evaluation to the CSA.



2021-2022 District Goal #1

Facilities



2021-2022 District Goal Action Plan - **Facilities**

DISTRICT GOAL: The Superintendent of Schools will continue to lead the District's effort toward the successful completion of our \$160M multi-year construction project. An important part of the effort is the continued regular communication on the status of ongoing construction projects with the affected school communities. The secondary school construction projects should be fully developed, with timelines for regulatory approval, design, stakeholder review and construction and ready to be submitted for code review by March 31, 2022.



SOMSD 2021-2022 District Goal Action Plan - Facilities

In an effort to keep our District and community-at-large updated on these generational projects we post bi-weekly updates for each project that is underway. It is our hope that this methodology will assist in removing some of the spontaneity that is prevalent in large construction projects.

Construction Update – Clinton and Jefferson – 011922

January 19, 2022 By [SOMSD Webmaster](#)

Last Updated: *01-19-2022 12:33 pm*

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Description Preview

The screenshot shows a document viewer interface. The top navigation bar includes a hamburger menu, page indicators (2 / 3), zoom level (88%), and icons for print and share. The document content is titled "South Orange-Maplewood School District Project Manager's Weekly Report – Clinton & Jefferson Elementary Schools January 17, 2022 Page 2". It features a photograph of a construction site with a brick building and a worker in a safety vest. Below the photo is the caption "Existing exterior wall Demo - Jefferson Elementary School". A sidebar on the left shows a thumbnail gallery of the document's pages, with the current page (page 2) highlighted.



SOMSD 2021-2022 District Goal Action Plan - Facilities

The Superintendent, Business Office and Facilities Department have standing meetings with our Construction managers to receive regular updates on our progress our deadlines.

Construction Update – Seth Boyden and Tuscan – 011922

January 19, 2022 By SOMSD Webmaster

Last Updated: 01-19-2022 12:32 pm

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Description

Preview

Microsoft Word - January Construction Acti... 3 / 3 | 88%

South Orange-Maplewood School District
Project Manager's Weekly Report - Seth Boyden & Tuscan Elementary Schools
January 17, 2022
Page 3

Tuscan School - Structural Steel Installation



SOMSD 2021-2022 District Goal Action Plan - Facilities

SETH BOYDEN ELEMENTARY SCHOOL

- Continue to work on the electrical pathways and routing inside the existing school for summer renovation work. Second shift work to continue.
- Completed erecting the majority of the structural steel.
- Begin exterior CMU (Concrete Masonry Unit) wall construction.

TUSCAN ELEMENTARY SCHOOL

- Continue to work on the electrical pathways and routing inside the existing school for summer renovation work. Second shift work to continue.
- Begin to work on the hydronic piping at the existing building renovation. Second shift work.
- Continue erecting the structural steel.

SOMSD 2021-2022 District Goal Action Plan - Facilities - Continued

JEFFERSON ELEMENTARY SCHOOL

- All footings completed and backfilled 95% of the areas.
- CMU (Concrete Masonry Unit) wall at boiler for secondary electric service was constructed.
- Contractor to begin delivering steel on 1/20/22, followed by erection.
- Fire Alarm System (FAS) Training on 1/12/22.

CLINTON ELEMENTARY SCHOOL

- PSE&G had site subcontractor on site to address areas of concern in the field.
- Continued with masonry work.
- Contractor backfilled all trenched areas leading from new transformer location to new switchgear.



SOMSD 2021-2022 District Goal Action Plan - Facilities - Continued

South Orange Middle School-

- Bid Abatement Package in February- the abatement may need to take place the first summer 2022.
- Bid GC package Fall 2022.

Maplewood Middle School-

- Bid Asbestos and General Contractor Fall 2022; Asbestos Abatement 2023

Columbia High School, Montrose, and Marshall

- Design Phase and getting ready to review in Spring 2022
- Possibly bid in Fall of 2022



2021-2022 District Goal #2

Teaching & Learning/Student Achievement



2021-2022 District Goal Action Plan - **Teaching & Learning, Student Achievement**

DISTRICT GOAL: SOMSD students live in a diverse community with rich cultures and histories. The District understands that our students' diverse cultures are an asset and should serve as a foundation to accelerate learning for all students. Research has shown that engaging in curriculum and instruction that is culturally responsive increases student engagement, attendance, and overall performance. By June 1, 2022, the Superintendent of Schools will establish a District-wide shared definition of CR-SE (Culturally Responsive-Sustaining Education) and share an action plan beginning in the 2022-23 school year to align resources, curriculum and staff capacity-building efforts in the following areas:

- Welcoming & Affirming Environment
- High Expectations & Rigorous Instruction
- Inclusive Curriculum & Assessment



SOMSD 2021-2022 District Goal Action Plan - Teaching & Learning, Student Achievement

Creation of Sub-Committees

- Sub-Committees created in October, 2021 (Welcoming & Affirming Environment, High Expectations & Rigorous Instruction, and Inclusive Curriculum & Assessment)
 - Committees consist of elementary and secondary principals and K-12 supervisors
 - Monthly planning meetings



SOMSD 2021-2022 District Goal Action Plan - Teaching & Learning, Student Achievement, Cont.

Creation of Culturally Responsive-Sustaining Education District-wide Definition

- Sub-Committee formed consisting of Principals, Assistant Principals, Supervisors and Teachers (January 2022)
- Input to be collected from all internal stakeholders

Creation an equity framed approach to calculating and sharing data

Overall data breakdown of:

- Race, gender, ELL, Special Education, suspensions, access to AP/Honors, academic performance

Creation of data sets that focus on disproportionality cuts that focus on the following:

- Composition, risk index, relative risk ratio
- Data tool developed and implemented in Powerschool (December 2022)



How to Calculate a Risk Ratio

1. Decide what you want to measure
2. Decide how you want to compare
3. Calculate totals
4. Compare groups

How to Calculate a Risk Ratio

1. Students with A's or B's in Q1 Business classes
2. Compare by grade level (9th, 10th, 11th, 12th)

Risk Ratio SOMSD

Report Filters

Academic Year	Department	Stored Grades Type	Grade
21-22	BUSINESS	Q1	6 Selected

Students	Group 1	Group 2
All Students	Grade Level	

Select parameters and click submit

- Select All
- A
- A+
- A-
- AU
- B
- B+
- B-

How to Calculate a Risk Ratio

3. Calculate totals
4. Compare groups

1.0 is our anchor

Students with
ANY grade

Ratio of selected
to total grades

Grade Level	Total	Group Total	Group Ratio	Non-Group Ratio	Risk Ratio
9	39	27	0.69	0.81	0.85
10	71	47	0.66	0.84	0.79
11	64	53	0.83	0.79	1.05
12	105	95	0.9	0.73	1.24

Students with
SELECTED grades

Ratio for
everyone else

Risk Ratio

- Other options:
 - Ethnicity, Gender, SE, ELL, Course Level
- Other thoughts:
 - Attendance, State Testing
- Next Steps:
 - Double Check Data, trial reports

SOMSD 2021-2022 District Goal Action Plan - Teaching & Learning, Student Achievement, Cont.

Establishment of a shared approach to planning instruction grounded in UBD Framework

- Teachers in K-8 have reviewed the diversity of mentor texts used in literacy units.
- Teachers in 9-12 are reviewing additional articles and texts to be used alongside the Canon.
- 9th Grade Humanities Project - students enter 9th grade as a English & History cohort for additional support.

Expanded Partnership with Equal Opportunity Schools (EOS) - Columbia High School

- Teachers have completed the faculty survey and students are completing the student survey in January.
- In concert with EOS, the administrative team and counselors will use the data to help students with their registration process for next year (February - April).
- Middle States Accreditation self-study begins in March; EOS equity resources will be used for one of the goals.
- EOS-led Equity Team begins planning for next year/Middle States (May -June).



SOMSD 2021-2022 District Goal Action Plan - Teaching & Learning, Student Achievement, Cont.

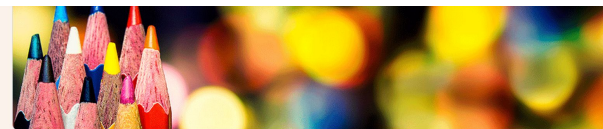
District will establish a comprehensive and detailed approach to implementing Restorative Practices across the PreK - 12 continuum.

- The District's Restorative Practices Consultant met with Superintendent and SLT members to discuss ways to support our school leaders.
- A follow up meeting was held with the leaders of ASCA.
- District Administrators were kept informed of the progress towards engaging in thoughtful customized job-embedded professional development on this important topic.

SOMSD 2021-2022 District Goal Action Plan - Teaching & Learning, Student Achievement, Cont.

District will establish a comprehensive and detailed approach to implementing Restorative Practices across the PreK - 12 continuum.

- District principals, assistant principals and supervisors were surveyed to determine future professional development (December, 2021)
- The results of these surveys will be utilized to finalize the upcoming Restorative Practices professional development for our Administrators.



Restorative Practices Professional Development

Form description

This form is automatically collecting emails for South Orange Maplewood School District users. [Change settings](#)

Name *

Short answer text

Building/Position *

1. CHS



2021-2022 District Goal #3

Staff Recruitment, Retention & Development



SOMSD 2021-2022 District Goal Action Plan- **Staff Recruitment, Retention & Development**

DISTRICT GOAL: The Superintendent of Schools will foster purposeful adult learning communities to build capacity of educators to create welcoming and affirming environments that center students' lived experiences and make learning responsive, rigorous and relevant. These communities of practice should provide educators with concrete opportunities to learn from one another, to join in community with each other and to strengthen their daily practice.



SOMSD 2021-2022 District Goal Action Plan- Staff Recruitment, Retention & Development

Professional Learning Communities:

- Introduction of research-based protocols
- Introduction of K-12 book study
- Staff Members at all buildings decide the topics of Professional Learning Communities



SOMSD 2021-2022 District Goal Action Plan- Staff Recruitment, Retention & Development



ASPIRING ADMINISTRATOR ACADEMY

- **Aspiring Administrators Academy**
 - Program design written and introduced at January 2022 at the school administrators meeting. The brochure and application was distributed, districtwide, to all certificated staff.
 - Program will begin in February 2022. The initial session is for Cohort I, targeting teaching staff interested in school based administration. In four monthly workshops 8 areas of administration will be covered. Executive Staff members and community stakeholder will serve as presenters. Attendees will receive 1.5 professional development CE's each workshop completed. Mentoring opportunities will be provided based on interest and availability.



SOMSD 2021-2022 District Goal Action Plan- Staff Recruitment, Retention & Development

NJSCHOOLJOBS.COM

Why Attend Candidate Instructions NJ Certification Participating Schools/District School/District Instructions Login

Job Openings



VIRTUALLY CONNECTING EDUCATION CANDIDATES
TO NEW JERSEY'S K-12 SCHOOLS

2022 New Jersey Virtual Education Job Fair



Wednesday, January 19, 2022



4:00-7:30 PM (EST)

CANDIDATE REGISTRATION

Open January 1, 2022

CLICK HERE TO LOGIN

vFairs Technical Support

- **Our District Administration was well represented very recently at the NJSchools.com Virtual Recruitment Fair.**
 - 10 district administrators were in attendance. There was a pool of 389 applicants for this event. Our team worked collaboratively, over 3 1/2 hours, interviewing 30+ interested parties. The team fielded talent via the host platform and google meets/zoom platforms. There were some promising prospective candidates. District has access to all candidates attending the event for the next 30 days.



2021-2022 District Goal #4

District Integration



SOMSD 2021-2022 District Goal Action Plan - **District Integration**

DISTRICT GOAL: The South Orange Maplewood School District's Intentional Integration Initiative (III) will continue to be led by the Superintendent of Schools. As we monitor and grow our intentional integration efforts at the elementary level, the Superintendent of Schools will ensure all elementary schools are positioned to support a diverse range of learners with the goal of a coherent approach to academic and social-emotional intervention and supports to be consistently implemented across all elementary schools. The goal of the method of assigning students shall be that each elementary and middle school closely reflects the district as a whole. The Superintendent of Schools will continue to keep the District community updated on the III.



SOMSD 2021-2022 District Goal Action Plan - District Integration

- Implement anti-bias and anti-racist professional development for staff
 - Three year partnership with FC Cares that focuses on:
 - Re-exploring the origins of our racial divide, understand how trauma is passed down through generations, learn the steps to stop racist policy and practice, and how that culminates in a culturally responsive classroom.
 - Self-examination of our own implicit biases, racist tendencies, and the micro-movements that we must take to change our mindsets, classrooms, and communities.
- Implementation of CR-SE Focus Curriculum
 - Sub-Committee formed consisting of Principals, Assistant Principals, Supervisors and Teachers (January 2022)
 - Input to be collected from all internal stakeholders



SOMSD 2021-2022 District Goal Action Plan - District Integration, Cont.

- Create a comprehensive intervention plan that focuses on academic and SEL supports
 - Three year partnership with Fiedeldiy that focuses on training teachers in social emotional learning (SEL). SEL Professional Development topics to date:
 - Risk Assessment Standardization:Co-planning the customization of standard operating procedures (SOP) and forms for suicidal ideation risk assessment Professional learn about session on utilizing Columbia Suicide Severity Rating Scale
 - A Trauma informed framework to proactively address mental health: Virtual learn about session explaining the WHY of our work. Addressing social emotional learning as a proactive measure to mitigate the stigma and impact of intersectionality on mental health

SOMSD 2021-2022 District Goal Action Plan - District Integration (Cont.)

- QPR Suicide Gatekeeper Training for Certified and Non-Certified Staff: Virtual combination learn about / workshop experience for staff to identify the signs of suicide and practice asking the suicide question 5 QPR trainers, 15 total 2-hour sessions, approximately 40 staff per session. Includes QPR training materials for each participant.
- Promoting Social Emotional Healing and Positive Mental Health through Listening Circles: A trauma informed strategy for immediate teacher use. Helping staff and students process the emotional and mental health impact of COVID-19. 3 listening circle facilitators, 9 total 2-hour sessions, approx. 60 staff per session

SOMSD 2021-2022 District Goal Action Plan - District Integration

Columbia High School Leadership Team and Staff Members have been having ongoing discussions on the topic of equity and diversity at their faculty meetings and will be adopting it as a goal during the upcoming **Middle States self-study** in March.



SOMSD 2021-2022 District Goal Action Plan - District Integration, Cont.

We have held follow up meetings with our Intentional Integration Initiative (III) work group. The meetings discussions included:

- A review of year one, including a comprehensive report that is now available to the public.
- Plans for year two, including an analysis of the demographics of our middle schools including socio-economic status as well as our current 5th grade (rising 6th graders).
- We have reviewed the number of kindergarteners riding school buses this year (135) as compared to last year (88).
- A review of special education programming including plans for student placements and services.
- Ways to collect more information about III variables (voluntary self-reporting).

SOMSD 2021-2022 District Goal Action Plan - District Integration, Cont.



SOMSD INTENTIONAL INTEGRATION INITIATIVE (III)

In the 2018-2019 school year, the Board voted for the design of each elementary school to eventually take on a K-5 design. This was very important as it gave direction to our architects as they began the work of bringing our Long Range Facilities Plan to fruition. The District's Intentional Integration Plan was Board approved in June 2020 and addressed the usage of an algorithm to be applied to the Kindergarteners who will be joining our District in September of 2021, with a plan to monitor this pilot and adjust if necessary (as future classes enter our District).



SOMSD Intentional Integration Initiative: Year One Report (January 2022)

2022-2023 SY Kindergarten ...

News & Updates

III Request to Change Place...

About the SOMSD III

Spearheaded by the office of the Superintendent, the SOMSD Intentional Integration Initiative (SOMSD III) focuses on equity and access, including developing an integration plan that ensures that the student populations in each of our schools are reflective of

SOMSD 2021-2022 District Goal Action Plan - District Integration, Cont.

YEAR 1 REPORT

SOMSD SES KINDERGARTEN ASSIGNMENT ALGORITHM

Michael Alves and Nancy McArdle

January 5, 2022

Introduction

This report assesses the efficacy of the Year 1 implementation of the new multifaceted, socioeconomic, “nearest school,” Kindergarten integration assignment algorithm in the South Orange/Maplewood School District (SOMSD) in the 2021-22 school year. The Report is divided into the following four sections and has been prepared by Michael Alves and Nancy McArdle in accordance with their approved scope of services for the implementation of the SES (socioeconomic status) algorithm in the 2021-22 school year.

- Part 1 discusses the development and key features of the new South Orange/Maplewood School District’s multifaceted, socioeconomic, “nearest school,” Kindergarten assignment algorithm for the 2021-22 school year.
- Part 2 documents and discusses the implementation and results of the ten student assignment rounds¹ for the District’s five elementary schools that enrolled Kindergarten students in the 2021-22 school year: Seth Boyden, South Mountain, Tuscan, Clinton and Marshall.
- Part 3 documents and analyzes the socioeconomic and racial/ethnic integration results of the Year 1 implementation of the new SES algorithm and the challenges faced in achieving equitable student travel distances in light of residential segregation and differing school enrollment capacity.
- Part 4 sets forth a series of recommendations that are intended to enhance the efficacy of the SES algorithm during Year 2 implementation for the 2022-23 school year.

The “best practices” referred to in this report are based on procedures and features that have been successfully implemented in other school districts implementing diversity-conscious, multifaceted, socioeconomic student assignment plans, including Champaign, IL; White Plains, NY; Cambridge, MA; Wake County, NC; Charlotte/Mecklenburg County, NC and the inter-district, controlled choice,



SOMSD 2021-2022 District Goal Action Plan - III & Access and Equity Overlap

Our District and Board of Education are fully committed to ensuring access and equity in our offerings for the students that we serve. The questions listed below will assist in validating current census data (socio-economic conscious) used to inform our Intentional Integration Redistricting Initiative (III). Your responses will help our District continue with its commitment to maintaining an equitable lens with all aspects of our programming.

Information submitted is for internal purposes only and will remain confidential. For more information regarding the District's Intentional Integration Initiative (III) please visit: bit.ly/SOMSDIII

SES / Self-Reported Information

Our District and Board of Education are fully committed to ensuring access and equity in our programming for the students that we serve. As the District continues with its commitment of socio-economic programming, the questions listed below help validate current census information used in the Intentional Integration Model.

Information submitted is for internal purposes only and will remain confidential.

1) Family Gross Annual Income

Prefer Not to Answer

2) Parents'/Guardians' Highest Educational Attainment

- Select -

3) Number of Adults in the Household

- Select -



2021-2022 District Goal #5

Access and Equity



SOMSD 2021-2022 District Goal Action Plan - Access & Equity

DISTRICT GOAL: SOMSD is committed to creating a welcoming and affirming environment for our students and families as a building block for ensuring access and equity for all. The District is also committed to examining our systemic processes to ensure that we abide by existing law and regulations, instill an attention to detail, and examine for bias and unintended consequences. The focus on this goal will be the first experience our children and families have with SOMSD: registration and onboarding for a new school year. In this District Goal, the Superintendent is tasked with reviewing the District's registration process with an intentional equity lens. While understanding that the Board has a fiduciary responsibility regarding residency, the focus of this goal is rethinking our enrollment processes for our Pre K thru 12 continuum. By June 1st, 2022, the Superintendent of Schools will present to the Board impact data demonstrating improved outcomes in the registration and onboarding process for students and families.



SOMSD 2021-2022 District Goal Action Plan - Access & Equity

Review established registration designs in our surrounding districts. Including:

1. Is registration centralize or school-based?
2. Is there a dedicated registration staff?
3. Ratio of number of registration staff members to size of school district/number of school buildings?
4. Is there an established re-verification of residency? If so, what grade spans (transitional)?

District Registration Process Inquiry Survey

Hello Colleagues, we in the South Orange and Maplewood School District are considering ways to improve our District's Registration Processes. If you have a few minutes kindly complete this survey to assist us. Your valuable feedback will provide much needed context. Many thanks for your consideration.

This form is automatically collecting emails for South Orange Maplewood School District users. [Change settings](#)

Superintendent's Name:

Short answer text

Name of District: *

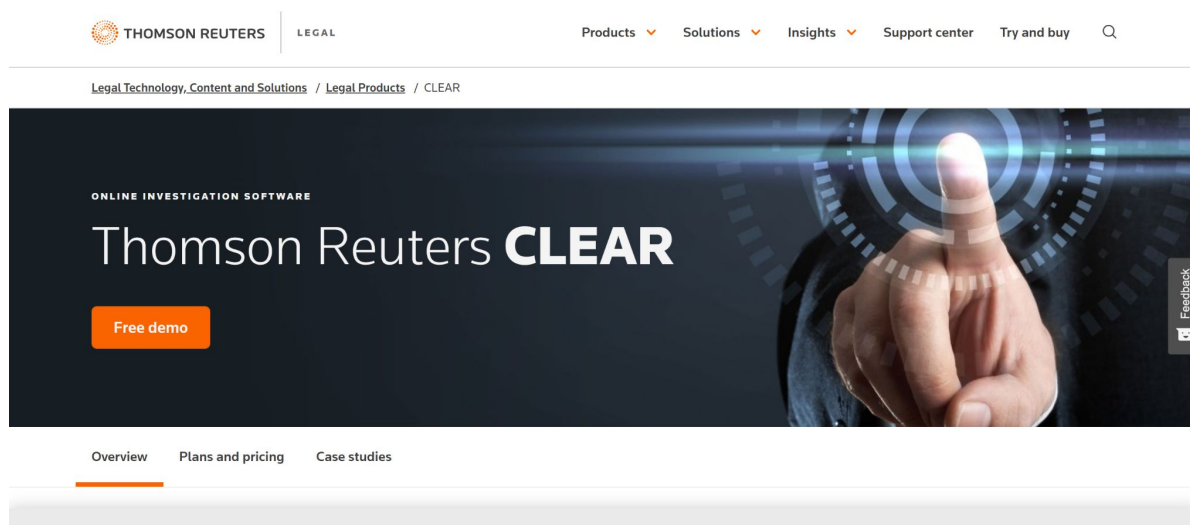
Short answer text



SOMSD 2021-2022 District Goal Action Plan - Access & Equity

Procured and trained staff on the CLEAR platform with a goal of reducing a likelihood of residency investigative home visits and implicit bias.

- We have included our attorneys in departmental conversations on the use of this tool to ensure expectations are clear.
- Use of this digital review is limited to a single district user and will be peer monitored to ensure confidentiality.
- This tool will be used to reduce the need for investigative visits during this year's pilot.
- Future plans for re-verification will be most likely grade span based and will not include this tool for sweeping reviews.



The screenshot shows the Thomson Reuters CLEAR website landing page. At the top, the Thomson Reuters logo and 'LEGAL' are on the left, and navigation links for 'Products', 'Solutions', 'Insights', 'Support center', and 'Try and buy' are on the right. Below the navigation, a breadcrumb trail reads 'Legal Technology, Content and Solutions / Legal Products / CLEAR'. The main content area features a dark background with a hand pointing at a digital interface. The text 'ONLINE INVESTIGATION SOFTWARE' is above 'Thomson Reuters CLEAR'. An orange 'Free demo' button is positioned below the main title. At the bottom, there are three navigation links: 'Overview', 'Plans and pricing', and 'Case studies', with 'Overview' being the active link. A 'Feedback' button is visible on the right side of the main content area.

