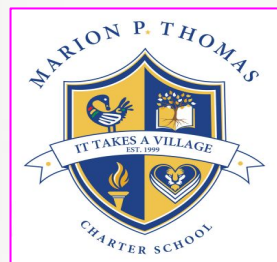




*Welcome Back!*

**Superintendent's Report  
August 8, 2022**



*Reimagining the Village...*



# Agenda for Today

## Reimagining the Village - Chapter 2



### **Agenda:**

- *New* - Mission and Village Crest
- Professional Learning - Leadership Institute
- On the Horizon - Upcoming Dates
- Unveiling the 5-Year Strategic Plan

*"Be the Exception."*



**The New Mission** of Marion P. Thomas Charter School is to build culturally rich, transformative educational spaces that cultivate successful, lifelong innovators who use their passions, character, and intellect to better themselves, the greater Newark community, and the world beyond.

**The MPTCS Crest** speaks to four core values that are designed to guide our young people and govern our work.

- ***The Sankofa Bird*** is a West African adinkra symbol which means to “go back and get it.” We want our scholars to use knowledge from the past to inform, inspire, build a successful future, and give back to the community.
- ***The Tree of Knowledge*** symbolizes lifelong learning that is rooted in rich culture and well-rounded experiences.
- ***The Torch*** represents the igniting of fire, passion, and leadership in our scholars. We want them to be trailblazers and light their own paths.
- ***The Tiger*** encased in the heart signifies the balancing of strength, boldness, resilience, and prowess with compassion and strong character. We want our scholars to be good people who are courageous and self-aware.



# Professional Learning

## Leadership Institute - August 1st - 8th



### Areas of Focus:

- District Overview of our Performance Data
- Academic Data Dive
- Charter Renewal
- Teacher & Leadership Evaluation Frameworks
- Legal Overview
- Special Education, I&RS, SST, and 504 Sessions
- H.I.B. & Discipline
- Attendance and Enrollment
- National Urban Alliance(NUA)
  - Focus on high operational practices
  - Culturally Responsive Pedagogy





# On The Horizon

## Prepping for the 2022-2023 School Year



### *Upcoming Professional Learning*

- **New Teacher Academy:** August 15th - 16th
  - For who? All new and returning staff who joined the Village after last year's Summer Institute
  - For What? Professional Learning, Peer Support, Inspiration, & Connectedness
- **Whole Staff Summer Institute:** August 17th - 25th
  - 8/17 - District Kickoff @ Kean University
  - Sessions include but not limited to:
    - Unveiling the 5-Year Strategic Plan
    - Vendor-based PD for Curricula Adoptions
    - National Urban Alliance Initiative
    - Instructional Expectations and Best Practices
    - School-based Sessions
    - Team Building & Comedic Relief!
  - 8/26 - Village BBQ and Send Off @ 1 pm

### *Other Important Dates*

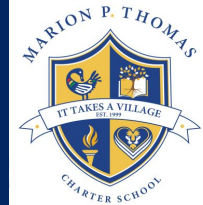
- **8/29:** First Day of School
  - First week = **FULL DAYS!**
- **9/2:** Get Thrilled! Welcome Back Carnival
  - Scholars must have 100% attendance at the end of week one to participate
- **9/6-9/9:** NWEA MAP Testing - Round 1
- **9/15:** Back to School Night  
Strategic Plan Community Session
- **9/16-9/23:** NJSLA Start Strong Assessment
- **9/28:** We will review our NJSLA data during our next board meeting





# Strategic Plan for MPTCS

## The Next Five Years



- In our many efforts to *Reimagine the Village*, we have been diligently crafting a 5-year strategic plan for MPTCS. Last fall we were awarded a grant from New Jersey's Children Foundation (NJCF) to hire a consultant (Mr. Ben Feit). He has been supporting our renewal and strategic planning efforts.
- During the process, we included a diverse array of participants. The stakeholder groups included students, staff, alumni, board members, and families. We received survey responses from a total of 558 members of our community.
- As I previously stated, the process has been a real labor of love. Thank you to all of our contributors. The Village should be incredibly proud of the work that has transpired and all that is yet to come.
- We are officially unveiling the plan to our novice and veteran staff on 8/17 during Summer Institute.





## A Letter to the Community

“

It is with sincere enthusiasm, deep gratitude, and profound admiration that we share with you our new five-year strategic plan.

The past few years have been tumultuous for our community. We have experienced changes not only to education, but to life as we once knew it. We have navigated shifts in how we define what it means to teach, to learn, and to provide quality student support. And we have felt the pain, fear, and loss of a public health crisis that hit the hardest among families like ours that have too often been left to fend for themselves.

Through those jarring transitions, the Village has endured. Now, with this strategic plan, we are prepared to Reimagine the Village so that it thrives in the years ahead. This plan is the product of extensive stakeholder engagement that has illuminated how we can reaffirm the core elements of what makes us unique while charting a new course for us to realize our full potential. We have identified five strategic priorities — Embodying Newark Excellence, Promoting Academic Achievement, Nurturing Positive Climate, Cultivating Powerful Partnerships, and Driving Toward Sustainability — that will guide us as we continue to grow and evolve.

We are excited to bring this plan to life. Thank you for your engagement and partnership, as it genuinely takes a Village.

Onward!

**Angela Mincy**  
Superintendent  
Steering Committee Co-Chair

**Dashay Carter**  
Board Vice Chair  
Steering Committee Co-Chair

To the members of the Village who supported the development of this strategic plan.

### Steering Committee

**Christopher Abbaleo** Assistant Superintendent  
**Dashay Carter** Board Vice Chair  
**Michele Griffin** Managing Director of Marketing & Communications  
**Sandra Haynes** Parent  
**Shade Hyslop** Alumna  
**Namissa Koita** Student  
**Angela Mincy** Superintendent  
**Samantha Sanchez** Teacher  
**Nahum Skelton** Teacher  
**Dr. Princess Towe** Trustee  
**Katrina Tripp** Social Worker  
**Keisha Tyson** Parent  
**Tahniew Wheeler** Parent  
**Chanelle Wolfe** Principal  
**Carla Wynter-Darius** Director of Student Life

### Facilitator

**Benjamin Feit** B. Feit Insight LLC



## MPTCS At a Glance

1999

MPTCS launches with a founding cohort of 60 scholars

1487

Students enrolled in 2020-2021

94%

Students accepted to a 2- or 4-year college

PK3 - 12

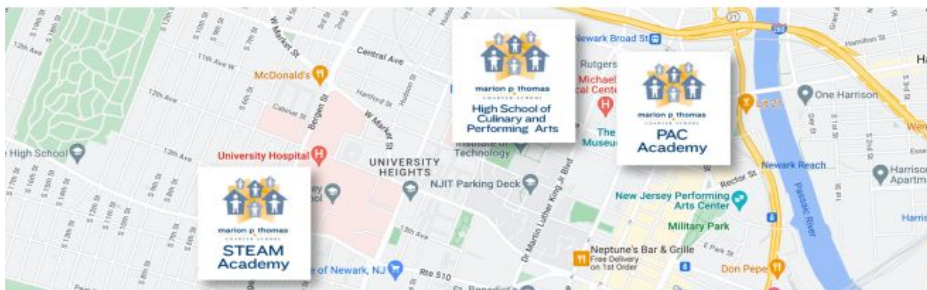
Grades offered across all three campuses, comprising a full 'crayons to college to careers' continuum

96%

5-Year Graduation Rate (2020 Cohort)

CSI

'Comprehensive Support & Improvement' Designation by NJDOE



### ACADEMICS

**MAP GROWTH** The percentage of students hitting their individual growth targets on the Winter 2022 MAP assessment — across campuses, grade levels, and content areas — dramatically exceeded neighborhood averages

### OPERATIONS

**STUDENT RETENTION** MPTCS retained 90% of its student body from the 2020-2021 to 2021-2022 academic year

**STAFF RETENTION** MPTCS retained 62% of its staff during the 2021-22 instructional year.

### FINANCES

**CASH ON HAND** MPTCS has 130 days of unrestricted cash on hand, more than twice the Department of Education's recommended amount

## STRATEGIC PLANNING PROCESS

1



### Steering Committee Formation

A Steering Committee representing a range of constituencies was empaneled to guide the planning process, to support with data collection and analysis, and to provide essential two-way communication between the Board and other members of the community.

2



### SWOT Analysis

The Steering Committee broke into four Working Groups and conducted a detailed analysis of Marion P.'s Strengths, Weaknesses, Opportunities, and Threats within a series of key focus areas.

3



### Stakeholder Engagement

Using customized data collection instruments, the Steering Committee collected survey responses from 558 stakeholders (315 students, 127 staff members, 104 family members, 8 Board members, and 4 alumni) and conducted interviews and focus groups with 40 community members.

4



### Data Analysis & Planning

Armed with the SWOT Analyses and the survey and interview responses — and taking into account key academic, operational, and financial information — the Steering Committee led the process of converting data into an actionable strategic plan.

5



### Adopt, Communicate, Implement

Over the next five years, the Board will continually monitor the implementation of this plan and will hold itself and school leadership accountable for honoring its commitment and achieving its goals.







## Mission

The mission of Marion P. Thomas Charter School is to build culturally rich, transformative educational spaces that cultivate successful, lifelong innovators who use their passions, character, and intellect to better themselves, the greater Newark community, and the world beyond.

## Goals

The strategic priorities, focus areas, and organizational commitments set forth within this plan are aligned to a series of ambitious goals. In order to hold ourselves accountable for fulfillment of this plan, we will measure our progress on both a year-over-year basis and against a vision for where we aspire to be in 2027.

In each of the next five years, we expect to see consistent and quantifiable improvement in the following areas:

- Overall **student proficiency** rates on state ELA and Math assessments
- Median **Student Growth Percentiles** on state ELA and Math assessments
- The percentage of students hitting their individual fall-to-winter and fall-to-spring **MAP growth goals**
- The percentage of students scoring at or above **College Readiness Benchmarks** on SAT Reading/Writing and Math exams
- **Chronic absenteeism** rates
- 4- and 5-year **graduation rates**
- **Student, staff, and parent satisfaction** survey responses
- **Postsecondary enrollment rates** among recent high school graduates
- **Student and staff retention** rates

By 2027

## WE WILL...

- ★ Have exited our Comprehensive Support and Improvement designation under New Jersey's ESSA accountability system
- ★ Be outperforming district averages on state ELA and Math assessments at all grade levels
- ★ Be exceeding the state's four-year graduation and post-secondary enrollment rates
- ★ Have maintained annual staff attrition rates of less than 20% and annual student mobility rates of less than 10%
- ★ Have fully and timely satisfied 100% of our administrative, governance, financial, and facilities-related compliance obligations



## STRATEGIC PLAN

- 1 EMBODYING NEWARK EXCELLENCE
- 2 PROMOTING ACADEMIC ACHIEVEMENT
- 3 NURTURING POSITIVE CLIMATE
- 4 CULTIVATING POWERFUL PARTNERSHIPS
- 5 DRIVING TOWARD SUSTAINABILITY

# EMBODYING NEWARK EXCELLENCE



## OBJECTIVE

Reimagine and reinvigorate the ideal of 'The Village' as a space created by the community, for the community, to improve the community.

## Rationale

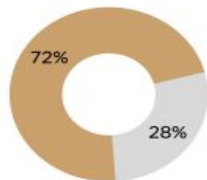
As New Jersey's largest independent, Black-led public charter school, MPTCS is designed to exemplify and magnify the excellence that runs deep within the Newark community. We aspire to channel the cultural and historical pride that is characteristic of HBCUs. The ideal of the Village, which has shaped our educational philosophy since the school's inception, continues to resonate. Transforming that ethos into practice means something different in 2022 than it did in 1999, and fulfilling our mission over the next five years will require us to define and communicate a new vision for the Village with precision.

As a three-campus network, it is essential that we operate with cohesion and clarity, critically examining the thematic orientations of our individual schools and aligning our programming and our resources in

“ In the beginning, my teachers were our kids' parents. Teachers were really into The Village, the spirit of we want to do this together. The motto speaks.

*Parent of an MPTCS Scholar*

## Black & Latin(x) Excellence



72% of respondents agree or strongly agree that the way MPTCS recognizes and celebrates Black and Latin(x) excellence sets it apart in a positive way

support of our vision. In Newark's saturated public school landscape, and with teacher shortages afflicting systems across the country, it is imperative that we be able to differentiate ourselves honestly and authentically when communicating with families and educators whose presence would enhance and enrich our community. Accordingly, when considering both our internal structures and the external conditions in which we are operating, establishing a shared vision and a common language are necessary preconditions for executing on the remaining strategic priorities identified in this plan.

## FOCUS AREAS

### SHARED VISION

Articulate and broadly communicate a shared vision of a school community characterized by student-centered, supportive, and progressive learning environments

### COHESION & CONSISTENCY

Reestablish school-wide core values and strengthen the systems and support structures that equip community members to exemplify them

### STUDENT & STAFF RECRUITMENT

Hone outreach to prospective families and educators who embrace our shared vision

## COMMITMENTS

# WE WILL...

- Review campus-level themes and invest in programming that supports the vision for MPTCS-wide excellence
- Showcase student achievement in academics and the arts
- Engage all school stakeholders in an effort to develop and codify a set of MPTCS core values to reshape our approach to school culture
- Routinely collect data to assess the degree to which our core values are understood, lived, and embraced
- Create authentic learning experiences for students to understand their history, to engage in action civics on issues of importance to themselves and their families, and to give back to the community with purpose
- Revise and periodically review family- and educator-facing recruitment materials to emphasize our Village identity and strengths
- Develop comprehensive recruitment campaigns by creating marketable messages and leveraging all relevant platforms
- Implement a web and social media facelift and communicate our 'wins' proudly and proactively across platforms





# PROMOTING ACADEMIC ACHIEVEMENT



## OBJECTIVE

Design and implement a rigorous, culturally responsive, project-based instructional program that prepares students to succeed in college, careers, and life.

## Rationale

Academic excellence is the bedrock of all high-performing educational institutions. Our aspirations for our scholars — that they succeed in college, thrive in careers, lead fulfilling and productive lives, and engage intelligently on matters of importance to them and their families — can only be achieved if we are equipping them with essential knowledge and skills. To drive our mission forward, we must strengthen our academic program — raising expectations, supporting teachers, and creating innovative opportunities for students to learn and to demonstrate their knowledge.

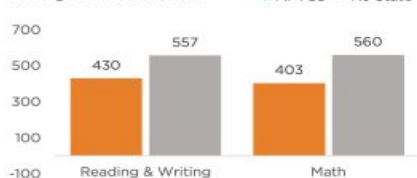
“ We don’t have rigorous enough academic courses to prepare us for college. The test scores align with that.”

MPTCS Scholar

Percent of students and staff that agree or strongly agree that MPTCS is preparing students to succeed in college



Average SAT Scores, 20-21



\*Taken from the NJ School Performance Report

## 2 PROMOTING ACADEMIC ACHIEVEMENT

### FOCUS AREAS

#### INSTRUCTIONAL RIGOR

Improve student learning outcomes by pairing increased instructional rigor with relevant content

#### EDUCATOR SUPPORT & DEVELOPMENT

Provide support and development opportunities that build teacher cohesion and the capacity of front-line educators

#### INNOVATIVE INSTRUCTION & ASSESSMENT

Create innovative opportunities for students to explore their passions and demonstrate subject mastery

### COMMITMENTS

## WE WILL...

- Audit our PreK-12 curricular program and seek targeted opportunities to invest in vetted, high-quality instructional materials
- Codify new protocols to collect, analyze, communicate, and use data to make instructionally sound decisions
- Offer additional opportunities for accelerated learning and incorporate at least one new Honors, Advanced Placement, or Dual Enrollment course annually into the school’s academic program
- Establish a professional culture of learning by investing heavily in teacher and staff development
- Design an in-house model to train, retain, and build leadership capacity among internal staff
- Create an annual district-wide professional learning plan and provide relevant, useful, high-quality professional learning for all educators
- Build differentiated Teacher Academies and fully implement content-based Professional Learning Communities (PLCs)
- Ensure that informal and formal teacher observations are conducted with fidelity
- Create systematic opportunities for students to demonstrate their knowledge via capstone project-based assessments
- Implement coursework that aligns to students’ interests and infuses school themes, real-world learning (including financial literacy), and hands-on experiences





# NURTURING POSITIVE CLIMATE



## OBJECTIVE

Cultivate a safe and supportive culture that nurtures the whole child and promotes student voice, school pride, and community

## Rationale

Our responsibility is to create the conditions in which teaching and learning can occur. The monumental challenges of the COVID-19 era — profound loss and deep trauma, educational disruptions, economic dislocations, stunted development — have placed a strain on our learning environment. As a school community, we must provide students with access to the wraparound supports and services that will enable them to pursue academic success. Moreover, we must ensure that our educators feel as though their individual and collective efforts to drive student learning outcomes are being supported and validated.

“ We need a standard. It doesn't matter whether you go to STEAM, you go to PAC, or you go to the high school; if you go to Marion P., this is what you expect.

*Parent of an MPTCS Scholar*

54%

A majority of staff identified more consistent support for the creation of safe and nurturing learning environments as one of the two most important things MPTCS could do over the next five years to attract, develop, and retain high-quality team members.

1/3

Of those staff surveyed, a full third identified providing more reliable support for students and families navigating barriers to attendance and academic success as one of the two most important things MPTCS could do over the strategic plan period.

## 3 NURTURING POSITIVE CLIMATE

### FOCUS AREAS

#### STUDENT SUPPORTS

Increase student voice, school connectedness, and social, emotional, and mental health supports

#### STAFF MORALE & SELF-EFFICACY

Maintain conditions under which educators and staff are empowered and set up to succeed

#### COLLEGE-GOING ETHOS & CAREER ORIENTATION

Align programming and resources to reinforce expectations around college and career access and achievement

### COMMITMENTS

## WE WILL...

- Reassess our Code of Conduct, articulate the 'why' behind every policy, and commit to enforcing behavioral expectations with clarity, consistency, and relentless communication
- Enrich the student experience with events, activities, and initiatives that complement our academic program and that mirror the cultural and historical pride characteristic of HBCU
- Increase social-emotional supports for students including through the addition of full-time staff and dedicated partnerships with wraparound service providers
- Provide training to staff on building and sustaining a healthy climate via effective classroom management, engagement strategies, and restorative practices
- Promote administrative support and stability
- Ensure staff receive a comprehensive onboarding experience
- Build incentives, supports, buddy systems, recognitions, rewards, and other related experiences to support a healthy Village workplace
- Infuse a college- and career-going culture across the PreK-12 continuum through student experiences, academic pep rallies, and signage and iconography throughout classrooms and hallways
- Expand access to college tours and related programs that allow students to begin to see themselves as belonging in spaces not historically designed for them
- Develop customized post-secondary plans for each student and provide guidance and support with navigating the college application process (e.g., FAFSA workshops, college readiness seminars)



# CULTIVATING POWERFUL PARTNERSHIPS

## FOCUS AREAS



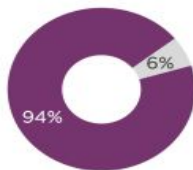
## OBJECTIVE

Develop partnerships that strengthen student achievement, support family and community well-being, and provide exposure to real-world experiences.

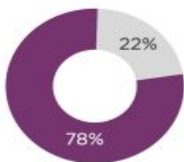
## Rationale

Inherent in the ideal of the Village is the understanding that our school can only achieve truly transformational results by drawing on the cumulative strengths of our core partners. Propelling our mission forward will require us to engage more intentionally with parents and families, leveraging their investment in their children's educations to create greater synergies between school and home. Deepening our partnerships with local civic organizations, employers, and institutions of higher education will position our scholars for real-world success. And preserving relationships with scholars once they have graduated high school will provide benefits both to them as they navigate unfamiliar post-secondary terrain and to our current scholars who would receive guidance and mentorship from those who have walked in their shoes.

## Focus on Partnerships



**94% of families** identified the *feeling of family and focus on community* as important or very important to the decision to enroll their student in MPTCS



**78% of families** agreed that they are satisfied with the supports and resources that MPTCS provides either directly or through partnerships with local organizations

## STAKEHOLDER RELATIONSHIPS

Strengthen relationships with key partners including community-based organizations, local businesses, social service providers, and institutions of higher education

## FAMILY EMPOWERMENT

Build the capacity of families to support their scholars' academic success

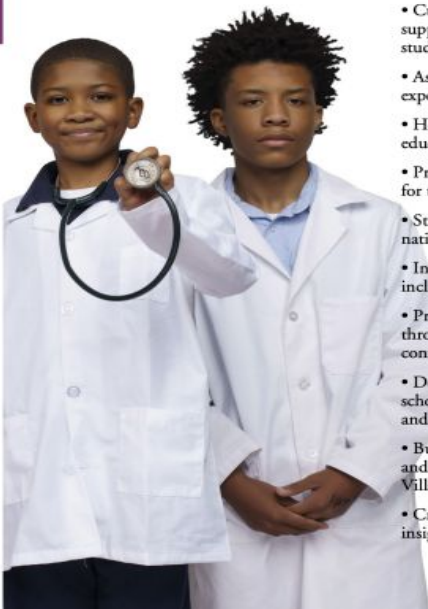
## ALUMNI NETWORK

Develop a robust alumni network that positions graduates for post-secondary success

## COMMITMENTS

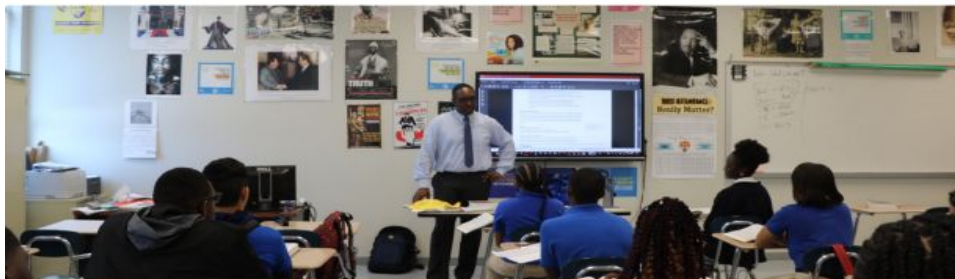
## WE WILL...

- Apply an integrated approach focused on academics, enrichment, health and social supports, youth and community development, and family engagement to promote success, strong families, and healthy communities
- Cultivate and leverage partnerships with local organizations to support mentorship and internship opportunities and to expose students to real-world learning experiences
- Assemble experts from IHEs and leading industries to leverage their expertise on how best to prepare students for college and career
- Host events and create opportunities for scholars, families, and educators to network and interface with the community
- Prioritize positive staff-family relationships and develop strategies for two-way communication with families
- Strengthen communication with families for whom English is not a native language
- Involve families with their children in academic learning at home, including homework, goal setting, and other instructional activities
- Provide families the tools to support student achievement at home through partnerships, workshops, parent-teacher meetings, and conferences
- Develop and consistently update a directory of community- and school-based programs that provide resources and support to families and students
- Build an alumni support network that sets graduates up for college and career success and ensures they maintain a connection to the Village following graduation
- Create opportunities for alumni to return to campus to provide insights into post-secondary and professional success





# DRIVING TOWARD SUSTAINABILITY



## OBJECTIVE

Secure the necessary human capital, financial, and physical resources to support MPTCS's ongoing operations.

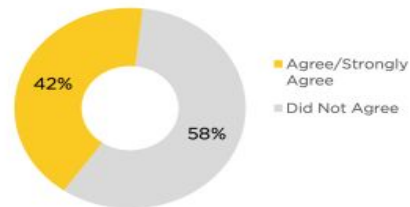
## Rationale

In order to ensure the Village's continued viability, it is imperative that we build our capacity to operate sustainably. As the charter-holding entity, the board of trustees has a special responsibility to promote the school's longevity by recruiting and training members who discharge their governance duties with care and enthusiasm. Maximizing available revenue streams from public and private sources will allow us to adopt and maintain programming aligned with our mission and vision. And implementing our core programs and signaling to our families that our campuses are truly places where scholars can reach their full potential will require us to pay close attention to the condition of our facilities.

“ I think we could do great things, but we need consistency. Administrative churn has taken a toll.

MPTCS Staff

## School Facilities as a Distinctive Feature



Among the characteristics of MPTCS that set it apart in a positive way from other schools to which parents might send their children, the 'quality of the school's facilities' was the one that surveyed board and staff members were **least likely to cite favorably.**

## 5 DRIVING TOWARD SUSTAINABILITY

### FOCUS AREAS

#### FINANCIAL HEALTH

Work with transparency and integrity to secure sufficient resources to advance the school's mission

#### SOUND GOVERNANCE

Bolster the capacity of the school's board of trustees to govern the school effectively

#### SUITABLE FACILITIES

Ensure facilities are safe, clean, orderly, and suitable to each school's programmatic needs

### COMMITMENTS

## WE WILL...

- Adhere to all pertinent fiscal accountability, efficiency, and budgeting procedures
- Adopt a timely and transparent annual budgeting process that entails both educating and soliciting feedback from all Village stakeholders
- Explore opportunities to pursue competitive sources of funding from public bodies and private donors
- Secure financial partners to support our goals and initiatives
- Establish a viable donor list and host regular fundraising activities
- Recruit dedicated and esteemed board members who are student-centered and well-positioned to help MPTCS build financial, social, and cultural capital
- Continue to leverage outside expertise to ensure governance structures and practices are not only compliant and ethical but effective and efficient
- Review all board-level policies and procedures to assess alignment both with prevailing laws and regulations and with MPTCS's vision for operational excellence
- Construct a long-term facility management plan to account for enrollment needs, fiscal realities, and state of existing infrastructure (including aging trailers on STEAM campus)
- Establish a plan to construct a high school gym
- Consistently monitor to ensure that all MPTCS properties meet the proper facility codes



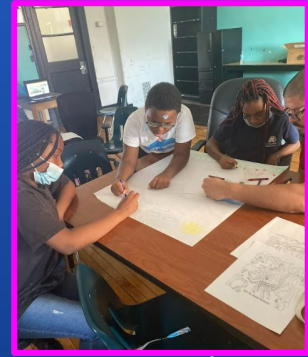
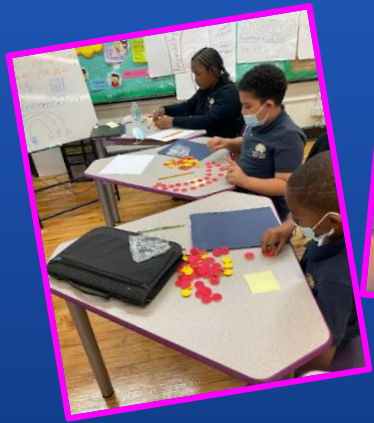
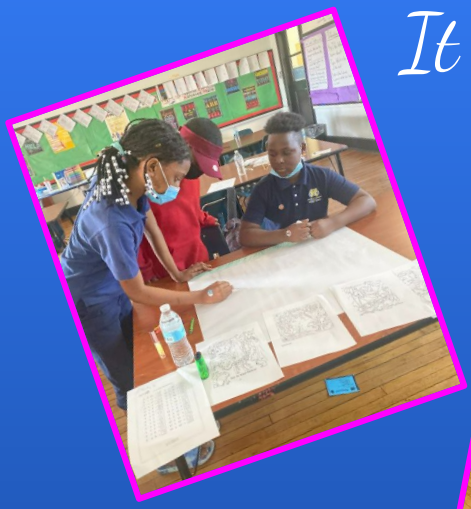




*The End...*  
*Well really—just the beginning!*

# *It takes a Village to Reimagine one...*

Scenes from Our Summer School Program



*Thank you for listening.*