

Envisioning the Future

**A Strategic Plan for
Actualizing the Full Potential
of the Glen Rock Public Schools**

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SOURCE MATERIAL

- G.R. website and publications
- Focus group-style interviews (>75 small group & 1:1 'coffee chats')
- On-going schedule of meetings with trustees, administration, faculty, support staff, parents, & community members
- Standardized test data and report card grades
- N.J.D.O.E. *School Report Cards*
- N.C.L.B. annual reports
- Comparative spending guides and annual audit reports
- NorthJersey.com news archives

STRATEGIC PLAN (SELECTED COMPONENTS)

GOVERNANCE

BOE POLICIES & REGULATIONS

DISTRICT CALENDAR PLANNING PROCESS

COMPLIANCE

N.C.L.B AND FEDERAL LAWS

N.J.Q.S.A.C. STATE MONITORING

FINANCE

OPERATING BUDGET

REFERENDUM BUDGET

BUILDINGS & GROUNDS

LONG RANGE FACILITIES PLAN

COMPREHENSIVE MAINTENANCE

TECHNOLOGY

ADMINISTRATION OF INFRASTRUCTURE

SOFTWARE & DATA MANAGEMENT

HEALTH & SAFETY

NURSING SERVICES

CRISIS MANAGEMENT

PERSONNEL

HIRING & RETENTION

PROFESSIONAL DEVELOPMENT

NEGOTIATED AGREEMENTS

SUPERVISION & EVALUATION

INSTRUCTION

EDUCATIONAL PROGRAM

CURRICULUM

0 600 1800 3000 4200 Kms

EXCLUSIONS

Refers to that which is already in process or completed including (but not limited to):

Updated Plans

- Crisis Management
- Nursing Services
- Technology
- Mentoring
- Affirmative Action

State Reports

- Certificated Staff
- A. S. S. A.
- Fall Report
- School Report Card
- L. E. P.

GOALS

1. To actualize the unrealized, full potential of the stakeholders that comprise the Glen Rock Public School district.
2. To raise achievement expectations of every stakeholder group and individual within each group.
3. To provide the structural and functional supports necessary to enable every single stakeholder to meet these goals.



CAVEATS

- Change in a change-resistant world
- The 'NIMBY Syndrome'
- Avoiding disappointment by raising aspirations while managing expectations
- Limitations:
 - Financial constraints
 - Personnel constraints
 - Random, unforeseeable factors
 - Trenton!



TIME FRAME

- An on-going, long-term process
- Initial time-frame is three to five years
- Results should begin to become evident within just a year or two
- This plan will take us through June, 2013
- This vision for the future is fluid and will evolve as we move forward



FRAMEWORK FOR CHANGE

1. Willingness to acknowledge true performance and to seek real, long-term solutions
2. System-wide approach to curriculum and instructional methodology
3. A district vision focused on teacher instruction and student learning
4. Decisions based on hard data and experience, not just 'instincts'



FRAMEWORK FOR CHANGE

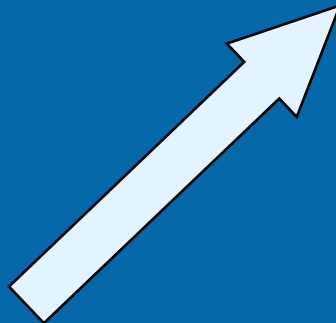
5. New approaches to professional development which focus on a coherent set of strategies and tied to district goals
6. Redefined leadership roles
7. Commitment to sustained reform over the 'long haul'



**CURRENT
RESEARCH**



**CASE STUDY
ANALYSIS**



GOALS



ACTIVITIES



FEEDBACK



**A FRAMEWORK
FOR CHANGE**



S. E. C. = STANDARDIZATION

- Consistency in building-level practices
- Equivalence of programs
- Regularization of communications
- Two year calendar, updated annually



S. E. C. = EQUITY

- Staffing: Faculty assignments to be based on actual sections & enrollments
- Elimination of 'Virtual Redistricting'
 - Centralized kindergarten registration
 - Overhaul of forms & process
 - 'Floating' district boundary lines



S. E. C. = COMPLIANCE

- United States Federal Law and Code
- N. J. S. A. 18A & N. J. A. C. Title 6 & 6A
- N. J. D. O. E. Policy & Regulations
- N. J. Q. S. A. C. Monitoring
- G. R. B. O. E. Policy & Regulations
- G. R. B. O. E. Negotiated Agreements



ADMINISTRATION

- Emphasis on data-driven decision making
- Professional development focus on supervision and evaluation of instruction
- Recruitment & retention practices:
“Hire earlier, keep longer”
- Explore possibilities for organizational restructuring within all buildings, offices, and departments



FACULTY & STAFF

- Faculty recruitment & retention
- Professional development opportunities
 - “Professional Learning Communities”
 - In-district in-service workshops
 - Turnkey training
- Attendance tracking
- Cross-training of administrative assistants
- Exit interviews



ACADEMIC PLANNING

- Expansion of 5 year curriculum review plan to an annually revised 10 year model
- C. S. A.'s 'Faculty Advisory Council'
- Strengthen procedural ties between academics, budgeting, & staffing processes
- S. T. E. M. Program
- Expanded use of scope and sequence curriculum charts



HIGH SCHOOL PROGRAM REVIEW

- Faculty self-study by department
- Administrative review of all course and program offerings
- 'Four Level Approach' (A.P., Honors, Regular-Inclusion, Replacement)
- Course entry waivers
 - Review of overall policy & process
- Differentiated diploma option



HIGH SCHOOL PROGRAM REVIEW

- Scheduling
 - Section numbers
 - Reduction of 'overages'
 - Overall process
- Analysis of 'Advisories' (i.e., study halls)
- Assessment practices
 - Standardization of all examinations
 - Alternative assessment practices



MIDDLE SCHOOL RESTRUCTURING

- Emphasis on transition from 5th to 6th
- Scheduling
 - Balancing of section numbers
 - Process: 'Modified House Plan'
- Transition from what is a functional Junior High School to a true Middle School
- Strengthened academic program through modification of course offerings



ELEMENTARY SCHOOLS

- Updating of class assignment procedures
- Implement scheduling committees
- Congruency in elementary special education self-contained classes
- Consistency of classroom aides
- Complete update of the K-5 Gifted & Talented program

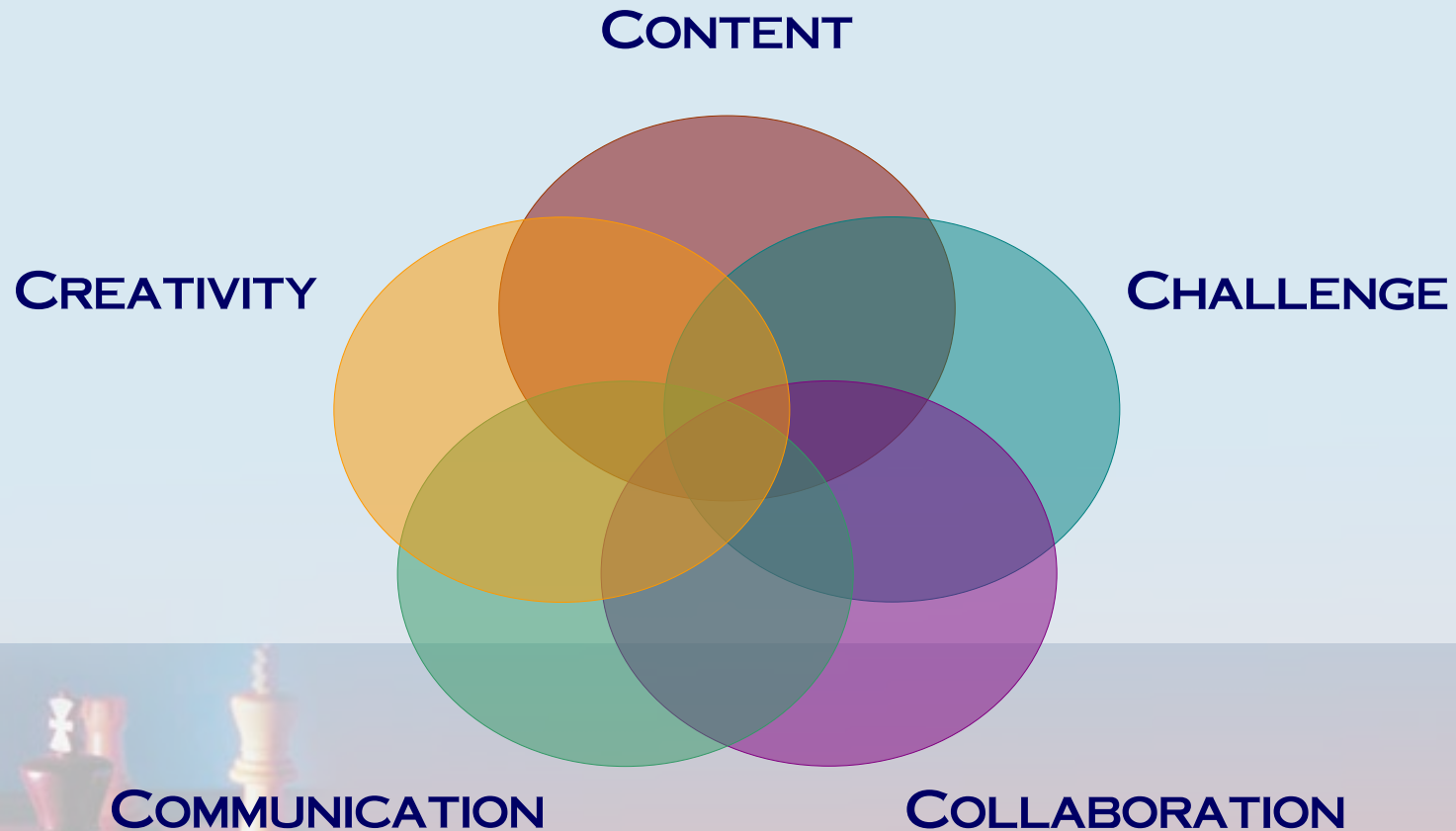


TECHNOLOGY

- Equitable distribution of equipment and training opportunities
- Technology-linked curriculum
- Greater infusion of technology into daily instructional activities
- Focus on grade-level appropriateness
- Use of web-based formative and summative student assessments
- 'Parent Portals'



TECHNOLOGY-LINKED INSTRUCTION



UNIVERSITY PARTNERSHIPS

Continue and expand relationships with:

- Bergen Community College
- Montclair State University Network for Renewal (M.S.U.N.R.)
- Syracuse University
- New York University
- Rutgers University



ACADEMIC SERVICES

- Addition of K-5 Basic Skills Program in mathematics
- Efficacy review of all reading, language arts, and writings programs of instruction
- After-school tutoring program
- Guidance Program
 - Expansion of K-5 services
 - Update of current 6-12 program
- Overhaul of library/media center program



SPECIAL EDUCATION

- Reduction of overall classification rates
- Lessened dependence on inclusion classes
- Review of 504 Plan procedures
- Decrease in the number of mediations and arbitration cases
- Student mentoring program



TESTS & MEASUREMENTS

- Longitudinal studies (& grade-levels)
 - N. J. A. S. K. scores (3-11)
 - Marking period averages (6-12)
 - Annual & final G.P.A.s (9-12)
 - Scholastic Aptitude Test scores
 - Advanced Placement Test scores
- Post-graduation tracking of students



ENROLLMENT TRENDS

- On-going data collection & analysis
- Projections for future enrollment
 - 'Historical Modeling'
- Expanded use of Genesis and Alio database management systems



FACILITIES

- Building utilization analysis
- Keeping to referendum completion timeline
- Concurrent planning for facilities usage upon referendum completion



COMMUNICATIONS & P.R.

- Increased information flow between and among all stakeholder groups
- Survey of Bergen Academy students
- C. S. A.'s 'Student Advisory Board'
- Annual School Elections
 - Analysis of electoral trends
 - Building support for school budgets



CONCLUSIONS

- All the components for a ★★★★★ school district are already present
- No “Fatal Flaws”
- District is at a *critical juncture*
- The time is **NOW**.



It is said that good things
come to those who wait.

However . . .

Sometimes the things that
come to those who wait
are the things left by
those who got there first.



You can please some of the
people some of the time...

But you can't please all of the
people all of the time.



**THANK
YOU!**



EVERY CHILD.

EVERY CHANCE.

EVERY DAY.