

Penns Grove-Carneys Point Regional School District

2015-2020 Strategic Plan



Vision 2020

Building a School Community of Leaders and Achievers

Facilitated by:

Educational Information and Resource Center (EIRC)

Introduction

The goal of the Penns Grove-Carneys Point School District Vision 2020 project was to conduct a strategic planning process for or the purpose of defining the decisions and actions that shape and guide the future direction for the school district over the next several years. The planning process included targeted and prioritized action steps to move the district forward. The following introduction summarizes the results of three community/staff focus groups conducted in September 2014, October 2014, and March 2015. Focus groups reflected the diversity of opinion and positions regarding the status and future of the Penns Grove-Carneys Point School District and articulated some interesting, thought-provoking, and in some cases almost unanimous agreement on the current and future direction of the district

First Meeting - Points of Pride

In September 2014, Penns Grove-Carneys Point residents and district staff met for strategic planning. The purpose of this planning was to seek contributions to efforts of the Penns Grove-Carneys Point Regional School District to engage community members in future thinking improvement needs for the District. The initial meeting in September 2015 was the first in a series of three community engagement sessions. During this session, “What is Working Well in Penns Grove-Carneys Point Schools”, participants worked in small groups. Their first task was to think individually about this topic and to record their thoughts. Following this, participants shared their thoughts following discussion, they reached a consensus on points of agreement on what is working well in the school community. The small groups of participants presented orally the consensus points to the entire group of participants after the brainstorming session was completed. Members of the large group then discussed, compared, and contrasted the results of thinking across the small groups.

Second Meeting - Expectations for the Future

In October, community members and district staff met to participate in Session 2 of strategic planning. After reviewing highlights from the first session, “What’s Working Well at Penns Grove-Carneys Point School District,” participants focused on the question: "If we were here together three years from now? If participants looked back over those three years that have passed, what would have happened in the Penns Grove-Carneys Point School District that would make them feel proud of the accomplishments of the District?" Individually, participants recorded their responses to this question. Participants then shared their thinking with other small group members. Participants, by consensus, identified agreeable points to share with the entire group of participants.

Third Meeting - Forging an Action Plan

On March 30, 2015 community members and district staff convened for a third session to consider the priority goal areas identified through the work of Session 2. These goal areas include Families, Community, Curriculum, Finance/Facilities, Technology, and Students. Session participants worked in small groups and carousel brainstormed the five goal areas of work. Their challenge was to identify action steps that would support the accomplishment of improvements in the goal areas they have identified. Following this brainstorming activity, the groups identified action steps they believe would be important to take, but which would not require substantial cost for operating funds or additional human resources. What follows is a summary of the work accomplished during this third planning session. The District Administration reviewed each of the five goal areas and formulated specific action plans to complete the process of the Vision 2020- Achieving the Extraordinary, PG-CP RSD Strategic Planning.

Goal Areas

School and Community

The Penns Grove- Carneys Point RSD collaborates with families and community partners to embody a culture of trust, transparency, and mutual respect. Improving communication among families and all stakeholders to bring unity, support, and involvement in all aspects of the students' educational experiences.

Curriculum and Instruction

Create a 21st-century curriculum focusing on higher-level thinking skills that used data to differentiate the individual needs of our diverse learners through technology and project-based experiences.

Finance/Facilities

Create, maintain and update facilities to enhance safety, healthy and nurturing environments while being fiscally responsible and conducive to learning, instruction, and student achievement.

Technology

Provide District-wide 21st century technology optimizing operations, teaching, and learning while providing valuable educational experiences for all learners.

Students

Empower our students to become 21st-century learners that are well rounded, confident, and self-sufficient through innovative instruction, diverse, and engaging for them to understand their role in community and society.

GOAL 1: School and Community

The Penns Grove- Carneys Point RSD collaborates with families and community partners to embody a culture of trust, transparency, and mutual respect. Improving communication among families and all stakeholders to bring unity, support, and involvement in all aspects of the students' educational experiences.

Strategic Targets	Proposed Strategic Activities	Responsible Person/Unit	Timelines/ Benchmarks
<p>A. Increased family involvement in school events.</p> <p>B. Engage families and other stakeholders by providing access to educational resources and programs.</p> <p>C. Update the methods of communication to reach all households in a timely manner.</p> <p>D. Improve mechanisms for interactive communication with stakeholders</p> <p>E. Staff to be an active presence in the community to show we welcome their involvement.</p>	<ul style="list-style-type: none"> • Update the school marquees to electronic boards which can be updated in real-time to announce events. • Update Genesis to allow parents/guardians to update their contact information electronically. • For parents/guardians with no phones or computer access, the button should be hit to send a communication by mail. • Create social media accounts to announce events and programs and accomplishments to keep everyone informed. • Create cards with all school-based events (educational, sporting, and extracurricular and information to be distributed throughout the community (at events or in PG-CP businesses). 	<p>Superintendent</p> <p>Principals</p> <p>Assistant Principals</p> <p>Director of Curriculum/Instruction</p> <p>Director of Special Services</p> <p>Supervisors</p> <p>Guidance Counselor Coordinator</p> <p>Guidance Counselors</p>	<p>2015-2020</p>

GOAL 1: School and Community

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Strategic Targets	Proposed Strategic Activities	Responsible Person/Unit	Timelines/ Benchmarks
	<ul style="list-style-type: none"> • Develop intentional strategies to connect directly with families who need additional support. School-Based Youth Services Program, CFFG • Community event to create the bridge between school and community (i.e., Health/Job Fair) 		

GOAL 2: Curriculum and Instruction

Create a 21st-century curriculum focusing on higher-level thinking skills that used data to differentiate the individual needs of our diverse learners through technology and project-based experiences.

Strategic Targets	Proposed Strategic Activities	Responsible Person/Unit	Timelines/ Benchmarks
<p>Attend to special populations by setting academic goals using individualized assessment.</p> <p>Develop a school climate that is student-centered within each school building to increase student achievement in the academic areas.</p> <p>Evaluate existing instructional programs and services to determine quality and alignment with student success.</p> <p>Create a positive district culture and climate that fosters a successful learning environment for administrators, teachers, and students.</p>	<ul style="list-style-type: none"> • Create a common template for analyzing data and/or investigating outside agencies that could help with analyzing the data (i.e., Linkit, OnCourse) • Professional development offerings for administrators and teachers on analyzing data. • Teachers held responsible for analyzing data during common planning time/PLCs multiple times a year. • Investigate using R.T.I (Response to Intervention) to use to identify specific weaknesses in students, plan interventions, and track progress • Perform curriculum audits with individuals that are experts in the process. • Bring support services for students by using grants. • Create college-bound courses at the high school. • Align middle school math with the high school by including Algebra. • Design a school program with a schedule that offers courses after school hours to serve students that require a different learning environment. • Reorganize the In-School Suspension at the Middle School to provide middle school students with an alternate learning environment. 	<p>Superintendent</p> <p>Director of Curriculum/Instruction</p> <p>Director of Special Services</p> <p>Principals</p> <p>Supervisors</p> <p>Assistant Principals</p> <p>Technology Department</p>	<p>2015-2020</p>

GOAL 3: Finance/Facilities

Create, maintain and update facilities to enhance safety, healthy and nurturing environments while being fiscally responsible and conducive to learning, instruction, and student achievement.

Strategic Targets	Proposed Strategic Activities	Responsible Person/ Unit	Timelines/ Benchmarks
<p>A. Complete work issued through the bond referendum</p> <p>B. Improve ADA compliance by the school including bathrooms and access</p> <p>C. Improve the safety of our schools</p> <p>D. Improve playground equipment</p> <p>E. Improve the safety of facilities at the elementary schools.</p> <p>Enhance the beautification of buildings and grounds</p> <p>G. Develop communication strategies to keep all stakeholders abreast of progress regarding the referendum phases and work performed in the district.</p> <p>H. Reduce energy consumption by becoming a Green School</p>	<ul style="list-style-type: none"> • Upgrade all classroom door locks at FSS, PWC, MS, and HS • Relocate playground at PWC • Replace worn road signage. Increase signage. • Improve landscaping of district schools A1. Complete all roofing work at HS, MS, FSS, and L/P ADA access upgrades at all schools • All exterior doors at HS replaced • Repoint at MS and FSS • Replace windows at MS • Heating sources upgrades to high efficiency “hydronic” at PWC, MS and FSS • Each school have an ADA entrance (automated) • ADA bathrooms at PWC and MS • Improved ramp access to HS and PWC • Improved flow at HS, MS, and PWC school • Remove and replace outdated playground • Research companies that offer clean energy processes. • Restructure the traffic flow during pick-up and drop-off of students in the elementary schools. • Resurface the parking facilities and repaint the traffic lines. 	<p>Superintendent</p> <p>School Business Administrator</p> <p>Principals</p> <p>Assistant Principals</p> <p>Supervisor of Building and Grounds</p> <p>Custodial Staff</p>	<p>2015-2020</p>

GOAL 4: Technology

Provide District-wide 21st century technology optimizing operations, teaching, and learning while providing valuable educational experiences for all learners.

Strategic Targets	Proposed Strategic Activities	Responsible Person/Unit	Timelines/ Benchmarks
<p>A. Improve the communication with all stakeholders through multiple strategies</p> <p>B. Increase knowledge base of students, teachers, and administration through the use of technology</p> <p>C. Enhance the wireless infrastructure for the district to expand the use of technology in the classroom.</p>	<ul style="list-style-type: none"> • Update school information sent to parents by using different methods of technology (text). • Upgrade the PGCP website. Contract a new webmaster to create a new platform dedicated to updating information on the website real-time time framework <ul style="list-style-type: none"> ○ Provide bilingual community wa ith translation tool that will translate messages on the District website. • Provide professional development for all learners in the use of existing technology. • Incorporate the use of assistive technology for students. • Every student will have the use of a device during instruction and at home. • Provide a full-time elementary school librarian to infuse technology in lessons, teaching students to navigate the web during learning using a variety of resources. • Incorporate learning activities to enhance and/or provide additional technical support to improve student achievement. • Apply for grants in technology that will provide students with a hot spot and a computer at home to increase their Literacy skills. 	<p>Superintendent</p> <p>School Business Administrator</p> <p>Director of Curriculum/Instruction</p> <p>Director of Special Services</p> <p>Technology Department</p> <p>Principals</p> <p>Assistant Principals</p>	<p>2015-2020</p>

GOAL 5: Students

Empower our students to become 21st-century learners that are well rounded, confident, and self-sufficient through instruction that is innovative, diverse, and engaging for them to understand their role in community and society.

Strategic Targets	Proposed Strategic Activities	Responsible Person/Unit	Timelines/ Benchmarks
<p>A. Increase the number of students graduating and attending post-secondary programs.</p> <p>B. Provide students with instructional experiences that will increase their content knowledge in core classes.</p> <p>C. Service learning station requirement.</p> <p>D. Evaluate existing instructional programs and services to determine quality and alignment with student success.</p>	<ul style="list-style-type: none"> • Students will take advanced courses, AP courses, SAT, PSAT, and college prep classes. • Teachers are provided with professional development to provide them with the knowledge skills and dispositions required for effective teaching. • Students will complete a service-learning project as a graduation requirement. • Establish an after-school program that will offer the opportunity to students to complete credits toward graduation. • Reinstate credit completion program to assist students with missing credits due to attendance issues. • Improve attendance rates for the students. • Improve attendance rates at every grade level. • Teachers support students' learning through collaboration, interaction with students by modeling respect. • Students reading and writing at or above grade level. • On-line instruction for students who are suspended and homebound. • Develop K-12 tutoring programs for struggling students as well as advanced students. • Incorporate the use of technology that is consistently and effectively incorporated in instruction. • Use of technology activities that are current and relevant to the lesson. • Technology accessible in every classroom. • Teachers infusing technology lessons that are meaningful, engaging, and effective. 	<p>Principals</p> <p>Assistant Principals</p> <p>Director of Curriculum/Instruction</p> <p>Director of Special Services</p> <p>Guidance Counselor Coordinator</p> <p>Guidance Counselors</p> <p>Supervisors</p> <p>Superintendent</p>	<p>2015-2020</p>

Action Plans

2014-2015 Penns Grove-Carneys Point District Goals

GOAL STATEMENT	STRATEGIES	TIMELINES
<p>1. To create a new vision and mission statement that aligns with the needs of the students, staff, and parents to develop ownership, pride, involvement, and collaboration in the District's charge for student success.</p>	<ul style="list-style-type: none"> • Arrange for EIRC consultant to meet with Superintendent, Board, Administration, staff, and community stakeholders to recommend and assist in the development of a strong mission, vision, goals, and public relations based on the social and academic realities of our community. • Create a Superintendent's Community Outreach Committee composed of parents from the Township of Carneys Point and the Borough of Penns Grove to hold evening meetings to encourage support for student growth in our district. • Establish meetings with the administrative team, Superintendent's Community Outreach Committee, and Board of Education members to develop a strategic plan that aligns with the vision and mission of the district and focuses on student achievement. 	<p style="text-align: center;">June 2015</p>
<p>2. To develop strategies to elicit support to develop a feasible referendum for district improvements and community approval.</p>	<ul style="list-style-type: none"> • Develop a list for distribution to the stakeholders of needed improvements for students' learning and staff safety per school building. • Use the Superintendent's Community Outreach Committee for feedback 	<p style="text-align: center;">November 2014</p>

	<p>and support of the referendum process.</p> <ul style="list-style-type: none"> • Set up Community Task Force using feedback from Superintendent’s Community Outreach Committee to review and discuss strategies to present plans during community forums. • Present plans at community forums for question and answer sessions. • Develop reports needed to keep the Board of Education informed of all the steps taken during the process. 	
<p>3. To develop a school climate that is student-centered within each school building to increase student achievement in the academic areas.</p>	<ul style="list-style-type: none"> • Revamp the hiring process for the district by creating a quantitative rubric and guidelines that will result in recommending candidates that are qualified, capable, and exhibit content knowledge. • Revise Intervention and Referral Services (I & RS) district-wide and align with specific needs of the students. • Review the 504 procedures to have consistency in services provided to students. • Provide professional development to administrators and staff on school culture and climate. • Use customized online professional development for administrators and staff in academic areas to 	<p>April 2015</p>

	<p>increase their knowledge, skills, and dispositions.</p> <ul style="list-style-type: none"> • Expand the use of grants to include the parents as partners of the school community by providing evening workshops in the academic areas of Math, Science, and Language Arts. • Use discipline strategies based on research geared to specific age groups for consistency in implementation to build school morale. 	
<p>4. To develop a plan of action that will support a positive district culture to improve and foster a successful learning environment thus improving the morale for students, administrators, and teachers in the district.</p>	<ul style="list-style-type: none"> • Create the position of Guidance Counseling Services Coordinator to assist students in College and Career Readiness. • Use state grant to bring School-Based Youth Services to serve our high school students. The School-Based Youth Services will provide support, emotionally and academically, to our students. • Analyze district data in regards to attendance to develop strategies to increase attendance at the elementary level. • Analyze district data in regards to suspensions and lateness to develop strategies to decrease the suspension rate at the secondary level. • Evaluate the administrative team in school and community relations based on the evidence documents provided as part of their 	<p>June 2015</p>

	<p>Administrative Goals that demonstrate an increase in the parental involvement-student achievement.</p> <ul style="list-style-type: none">• Administrative Team presentations on school performance report during BOE public portion.	
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2015-2016 Penns Grove-Carneys Point District Goals

GOAL STATEMENT	STRATEGIES	STAFF	TIMELINES
<p>1. Maintain and promote strategies that foster a positive and flexible climate and culture for the school community.</p>	<ul style="list-style-type: none"> • Establish meetings with the administrative team and board of education members to develop the vision and mission of the district that focuses on student achievement. • Use PTOs and community social media to promote school events and activities to keep the community engaged in the activities in the district. • Celebrate and publicize the accomplishments of students, teachers, and administrators. • Develop meaningful and sustained Character Education Programs in each one of the district's schools. 	<p>Board Members Superintendent Administrative Team Teachers Community Group</p>	<p>Ongoing until 2017</p>
<p>2. Develop communication strategies to keep all stakeholders abreast of progress regarding the referendum phases and work in the district's schools.</p>	<ul style="list-style-type: none"> • Develop reports needed to keep the Board of Education informed of all the steps taken during the process. • Meet with the subcontractors, architect, Supervisor of Facilities, and Business Administrator to obtain deadlines for completion. • Post progress of completion phases on the district's website for community information. 	<p>Superintendent Business Administrator Supervisor of Facilities and Maintenance</p>	<p>Ongoing – Phase 2</p>

<p>3. Enhance and strengthen safety and security district-wide.</p>	<ul style="list-style-type: none"> • Provide professional development to administrators and staff on school culture and climate. • Use discipline strategies based on research geared to specific age groups for consistency in implementation to build school safety and teacher morale. • Evaluate the administrative team in the appropriate and correct implementation of the Student Code of Conduct. • Create a part-time position to train staff in safety and crowd control. Revision of security procedures and personnel hiring for security purposes for BOE approval. Oversee and train security guards in the district. Work closely with building administration and HIB specialists. 	<p>Superintendent Principals Assistant Principals</p>	<p>June 2016</p>
<p>4. Develop programs for students district-wide that are student-centered by using cost-efficient methods.</p>	<ul style="list-style-type: none"> • Revamp the functions of the district’s guidance counseling team to assist students in College and Career Readiness. • Partner with Salem Community College and other institutions of higher education to add dual credit courses, align eighth grade Middle School with High School academic requirements, and increase the number of 	<p>Guidance Counselor Coordinator Principals Director of Curriculum/Instruction Director of Special Services Guidance Counselors</p>	<p>June 2016</p>

	<p>graduates attending college.</p> <ul style="list-style-type: none">• Write grants, such as <u>NJ Gear Up</u>, to expose Middle School students and High School students to higher education institutions.• Revamp the programs offered to students at the High School level to incorporate programs such as STEAM and Business.• Revise Intervention and Referral Services (I & RS) district-wide and align with specific needs of the students.• Review the 504 procedures to have consistency in services provided to students.• Use customized online professional development for administrators and staff in academic areas to increase their knowledge, skills, and dispositions.• Analyze the district's data in regards to attendance to develop strategies to increase attendance in all school buildings.• Administrative Team presentations on school performance, programs, and reports during BOE public portion of the meetings.		
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2016-2017 Penns Grove-Carneys Point District Goals

GOAL STATEMENT	STRATEGIES	TIMELINES
<p>1. Evaluate existing instructional programs and services to determine quality and alignment with student success.</p>	<ul style="list-style-type: none"> • Perform a curriculum audit to analyze policy, connectivity between program and instruction, assessment alignment, and use of resources. • Coordinate meetings with the Director of Curriculum, the building's administrative team, and the business administrator to discuss the report prepared by the auditors and present detailed findings to the Board of Education. • Prepared recommendations based on the audit report to implement changes in our district on the curriculum and instructional offerings that will prepare our students to be career or college-ready. • Provide continual professional development to staff to increase their expertise in their areas. 	<p style="text-align: center;">May 2017</p>
<p>2. Enhance the wireless infrastructure for the district to expand the use of technology in the district.</p>	<ul style="list-style-type: none"> • Evaluate existing investment in technology and establish the budget needed to support the required technology needs. • Complete E-rate application to reduce the cost incurred by the district. • Expand the wireless access points in the schools to provide better connectivity to staff and students for educational purposes. • Change the website provider to allow access to building principals to 	<p style="text-align: center;">June 2017</p>

	<p>provide updated information to the parents, family, and school community.</p> <ul style="list-style-type: none"> • Research, contract and implement effective Management System to change board agendas, meeting documents, and district documents to electronic format. • Work with the Township and Borough planning board, if needed, to acquire needed information in the development of the plan for technology infrastructure. • Develop reports needed to keep the Board of Education informed of all the steps taken during the process. 	
<p>3. Make district and school’s environment healthier by incorporating pillars of a “Green School”.</p>	<ul style="list-style-type: none"> • Research green schools in New Jersey by participating in presentations offered by the New Jersey Department of Education. • Examine the school’s facilities and infrastructure for long-term saving in energy costs. • Bring programs like “Farm to School: for our students. • Work with the Food Services Department to provide lunches to schools that are nutritious and follow federal and state guidelines. • Use cleaning products in the non-toxic school. • Reduce the use of paper in our buildings by using copiers that are energy efficient. 	<p>June 2017</p>

2017-2018 Penns Grove-Carneys Point District Goals

GOAL STATEMENT	STRATEGIES	TIMELINES
<p>1. Increase the number of students graduating from our high school</p>	<ul style="list-style-type: none"> • Establish an after-school program that will offer the opportunity to students to complete credits toward graduation. • Reinstate credit completion program to assist students with missing credits due to attendance issues. • Improve attendance rates for the students. • Develop tutoring programs for students having difficulty with the main subject areas of English and Mathematics. 	<p style="text-align: center;">June 2018</p>
<p>2. Evaluate existing programs and services to determine quality and alignment in the special education area.</p>	<ul style="list-style-type: none"> • Investigate using Response to Intervention (RTI) to identify specific weaknesses in students, plan interventions, and track progress. • Create a middle school classroom that addresses the needs of the Moderate disabled student and multiple disabled. 	<p style="text-align: center;">June 2018</p>
<p>3. Improve the safety of facilities at the elementary schools.</p>	<ul style="list-style-type: none"> • Restructure the traffic flow during pick-up and drop-off of students in the elementary schools. • Resurface the parking facilities and repaint the traffic lines. 	<p style="text-align: center;">June 2018</p>

2018-2019 Penns Grove-Carneys Point District Goals

GOAL STATEMENT	STRATEGIES	TIMELINES
1. Increase the number of students graduating from our high school	<ul style="list-style-type: none"> • Establish an after-school program that will offer the opportunity to students to complete credits toward graduation. • Reinstate credit completion program to assist students with missing credits due to attendance issues. • Improve attendance rates for the students. • Develop tutoring programs for students having difficulty with the main subject areas of English and Mathematics. 	June 2019
2. Evaluate existing programs and services to determine quality and alignment in the Curriculum and Instruction.	<ul style="list-style-type: none"> • 	June 2019
3. Improve the staff Attendance in the district schools.	<ul style="list-style-type: none"> • Revise attendance Policy for teacher attendance to reflect needed changes • Prepare monthly reports for each school on the teacher attendance using data from the district system. • Meet with principals to use data to prepare action plans for teachers that are violating the policy. 	June 2019

2019-2020 Penns Grove-Carneys Point District Goals

GOAL STATEMENT	STRATEGIES	Staff	TIMELINES
1. Revise teaching and learning across the district with relevant strategies that engage students in learning.	<ul style="list-style-type: none"> • Revise and/or develop District policies for alignment with student achievement • Develop a centralized district-wide textbook adoption that aligns with students’ needs. • Train teaching staff and instructional aides in utilizing strategies for Cultural Responsive Classrooms, individualized educational plans, data, and monitoring of implementation based on results. • Revamp teaching and administrator evaluation that aligns with student learning. • Revise the scheduling of the Bilingual/Bicultural students to increase language acquisition and learning. 	<ul style="list-style-type: none"> - Superintendent - Director of Curriculum and Instruction - Instructional Supervisors - Building Principals 	<p style="text-align: center;">July 2019 to June 2020</p>
2. Evaluate existing programs and services to determine quality and alignment in the Penns Grove Middle School Program for Student Achievement.	<ul style="list-style-type: none"> • Improve Climate and Culture by revising existing programs for effectiveness. • Create a middle school classroom that addresses the needs of the students with disciplinary, socio-emotional, and academic issues. • Reduce the number of students suspended out of school. • Revamp In School Suspension to provide students with the ability to remain in school, complete their classwork, while 	<ul style="list-style-type: none"> - Superintendent - Middle School Administration - Curriculum and Instruction Office - Guidance Office 	<p style="text-align: center;">July 2019 to June 2020</p>

	receiving counseling services.		
3. Expand college and career offerings for Penns Grove High School students.	<ul style="list-style-type: none"> • Restructure the coursework for students by providing the choice of different schools of study. • Provide introductory college course credits for the incoming 9th-grade class. • Incorporate dual credit courses for students from grades 9 thru 12. • Establish partnerships with institutions of higher education. 	<ul style="list-style-type: none"> - Superintendent - Director of Curriculum and Instruction - Instructional Supervisors - High School Administration 	<p style="text-align: center;">July 2019 to June 2020</p>