

**Bayonne School District  
Strategic Plan  
2014 -2015**

**“Creating a Community of  
Learners”**

**BOARD OF EDUCATION**

**CENTRAL OFFICE**

**Patricia L. McGeehan, Ed.D.  
Superintendent of Schools**

**Robert C. Craig  
Assistant Superintendent of Schools**

**Leo J. Smith, Jr.  
Assistant Superintendent for Business / School Business Administrator**

**Dennis C. Degnan, Ed. D.  
Administrator of Curriculum, Title I and Assessment**

# **Bayonne School District Strategic Plan 2014 -2015**

## **“Creating a Community of Learners”**

**Goals of the Plan:** To provide optimum learning opportunities for all students in a safe, secure, inclusive learning environment that fosters personal and interpersonal growth, lifelong learning and a strong sense of community. This can be accomplished when administrators, teachers, parents and the community collaborate as a team to accomplish its objectives.

**Objectives:**

- To set high standards and expectations for student achievement.
- To provide a safe environment conducive to learning.
- To meet the needs of our diverse multi-cultural school population.
- To provide a challenging curriculum by utilizing educational technologies that meets the needs of the 21st Century.
- To provide programs that foster successful home, school, and community partnerships.
- To provide teacher training and professional development.
- To effectively enhance technology usage.

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**Priority Areas**

- Priority Area 1: Student Achievement
- Priority Area 2: Staff Development
- Priority Area 3: Technology
- Priority Area 4: Operations

**BAYONNE SCHOOL DISTRICT  
STRATEGIC PLAN  
2014 – 2015  
“CREATING A COMMUNITY OF LEARNERS”  
COMMITTEE MEMBERS**

<b>PRIORITY AREA 1: STUDENT ACHIEVEMENT</b>	<b>PRIORITY AREA 2: STAFF DEVELOPMENT</b>	<b>PRIORITY AREA 3: TECHNOLOGY</b>	<b>PRIORITY AREA 4: OPERATIONS</b>
<p><i>Dawn Aiello</i> (Chair) <i>Cathy Quinn, Ed.D.</i> (Chair)</p> <p>Dan Ward David Minard Monica Flynn Sharon Colasurdo Charles Costello Kathy Bingham <i>Maryann Connelly</i> Dennis Degnan, Ed.D.</p>	<p><i>Mary Moloney</i> (Chair) Chris Mercun (Chair)</p> <p>Tom Jacobson Tim Craig Rich Baccarella Kenny Kopacz Timothy Mercier Maureen Brown Alana Ryan</p>	<p>Melissa McEntee (Chair) Tom Fogu (Chair)</p> <p>Kim DeMedici <i>PJ Baccarella</i> Karla Goines Nancy Ruane Robert Pierce <i>Al McCormick</i> Maria Kazimir</p>	<p><i>Mike Pierson, Ph.D.</i> (Chair) <i>Keith Makowski</i> (Chair)</p> <p>John Rickard Pat Dziubek Joe Broderick Eric Ryan Anna Maillaro Karen Fiermonte</p>

\*Bold and Italics denotes Priority Area Presenters

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Priority Area 1:

***Student Achievement***

- 1.1 Assessment and Accountability for Student Performance
- 1.2 Data Analysis and Application
- 1.3 Student Assistance and Support
- 1.4 Curriculum Development

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Priority Area 2:

***Staff Development***

- 2.1 Job Embedded Staff Development Program
- 2.2 Danielson Framework for Teaching Evaluation Instrument
- 2.3 Kim Marshall Principal Evaluation
- 2.4 District/School/Classroom Planning
- 2.5 Life-Long Learning Environment for Staff
- 2.6 Achieve NJ
- 2.7 LRE – Least Restrictive Environment

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Priority Area 3:

***Technology***

- 3.1 Technology Infrastructure
- 3.2 Technology Integration
- 3.3 Professional Development & Staff Training
- 3.4 Maintenance, Management & Support

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Priority Area 4:

***Operations***

- 4.1 Finance
- 4.2 Facilities

PRIORITY AREA 1: STUDENT ACHIEVEMENT	PRIORITY AREA 2: STAFF DEVELOPMENT	PRIORITY AREA 3: TECHNOLOGY	PRIORITY AREA 4: OPERATIONS
<p><u>Strategies:</u></p> <p><b>1.1 Assessment and Accountability for Student Performance</b></p> <ul style="list-style-type: none"> <li>• <b>Continue</b> the utilization of the Data Analysis teams at each building to analyze and share the reports that identify areas for improvement and growth.</li> <li>• Continue to administer the <b>well-aligned</b> system of testing using district quarterly interim assessments in Language Arts/ Literacy, Mathematics, Social Studies and Science to determine if students are on track for college and career readiness.</li> <li>• <b>Continue to evaluate student progress in art, music, physical education, world languages and technology.</b></li> <li>• <b>Monitor and improve Student Growth Objectives (SGO) by using district prior year assessment scores, pre-assessment, midyear assessment, QR assessment, post assessments to ensure students are on track for college and career readiness.</b></li> <li>• <b>Communicate and review Student Growth Percentiles</b></li> </ul>	<p><u>Strategies:</u></p> <p><b>2.1 Job Embedded Staff Development Program</b></p> <ul style="list-style-type: none"> <li>• Commit to a teacher-training model of staff development and provide necessary resources that help to provide high quality, job-embedded, differentiated staff development for the teachers that is aligned directly to the district, school and department goals.</li> <li>• <b>Continue release days for Professional Development with teachers remaining in their buildings.</b></li> </ul> <p><b>2.2 Danielson Framework for Teaching Evaluation Instrument</b></p> <ul style="list-style-type: none"> <li>• Promote instructional expertise among our teaching faculty by focusing on planning and preparation; improving the classroom environment; instruction; and, professional responsibilities.</li> <li>• Ensure there is a highly effective teacher in every</li> </ul>	<p><u>Strategies:</u></p> <p><b>3.1 Technology Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Internal wide area network (WAN) connections from the district to each school and among schools within the district of a minimum of 1 GBps per 1,000 students/staff (increase needed for BHS and Midtown)</li> <li>• VoIP services for all district phones including voicemail</li> <li>• Create Media Centers in each school’s library with technology and print resources</li> <li>• Ensure an optimal network and device management for PARCC administration</li> </ul> <p><b>3.2 Technology Integration</b></p> <ul style="list-style-type: none"> <li>• Implement 1:1 Google Chromebook initiative for students in Grades 3 – 8</li> <li>• Implement ELA &amp; MATH classroom sets for BHS students</li> <li>• Integrate CCSS focused</li> </ul>	<p><u>Strategies:</u></p> <p><b>4.1 Finance</b></p> <ul style="list-style-type: none"> <li>• <b>Funding received from New Jersey School Boards Association Insurance Group (North Jersey Educational Insurance Fund).</b></li> <li>• Continue to expand automated procedures for purchasing and budgeting to meet NJDOE standards (Systems 3000).</li> <li>• <b>Expand revenue generating initiatives through scrap metal recycling program, movie and commercial film shoots, advertisement campaign on local school buses (50% dedicated to purchase of fuel), and the purchase of fuel in bulk quantities.</b></li> <li>• <b>Approval of ROD Grants to offset district costs to building repair (covers 60% of work – district responsible for remaining 40%)</b></li> <li>• <b>Savings generated from B.I.G.S. projects, Solar</b></li> </ul>

<p><b>(SGP) to identify areas for improvement and areas of growth.</b></p> <ul style="list-style-type: none"> <li>• <b>Continue</b> to monitor student attendance at the classroom/school/district level to address chronic absenteeism and <b>promote the importance of good attendance.</b></li> <li>• Continue to monitor and reduce the achievement gap</li> </ul> <p><b>1.2 Data Analysis and Reporting</b></p> <ul style="list-style-type: none"> <li>• <b>Teachers and school Administrators will use data from real time to support students learning needs to improve student performance.</b></li> <li>• Continue to develop and refine a systematic approach for collecting, analyzing, interpreting, reporting and utilizing achievement data at the district, school and classroom level <b>to support student learning needs.</b></li> <li>• <b>Document student progress and attendance in real time and share information stakeholders.</b></li> </ul> <ul style="list-style-type: none"> <li>• Continue to maintain data</li> </ul>	<p>classroom by strengthening the preparation and evaluation of effective teachers.</p> <ul style="list-style-type: none"> <li>• <b>Ensure that there are highly effective school counselors in every school to address students’ emotional needs and to help students to chart a course for their lives and careers beyond high school.</b></li> </ul> <p><b>2.3 Kim Marshall Principal Evaluation</b></p> <ul style="list-style-type: none"> <li>• Provide an in-depth understanding of the Marshall Rubric and process.</li> <li>• Collaboratively identify any context specific modifications necessary to the process.</li> <li>• Ensure there is a highly effective administrator in every building by strengthening the preparation and evaluation of effective administrators.</li> <li>• <b>Continue co-observations to ensure inter-rater reliability.</b></li> </ul> <p><b>2.4 District/School/Classroom</b></p>	<p>curricula with technology tools to prepare students for PARCC</p> <ul style="list-style-type: none"> <li>• Implement Google Apps for Education in grades 2 – 12 with grade level specific access to resources</li> </ul> <p><b>3.3 Professional Development</b></p> <ul style="list-style-type: none"> <li>• Provide sustained opportunities for professional development to integrate technology into the classroom (Topics: GAFE, Internet Research, Writing with Technology, CCSS, Digital Literacy, and Social Media &amp; Digital Citizenship)</li> <li>• Provide sustained opportunities for professional development to assist teachers with state and district initiatives (Topics: Realtime, OnCourse &amp; Teachscape/equivalent program)</li> <li>• Prepare teachers to administer PARCC assessments</li> </ul>	<p><b>roof panels, and new energy saving lighting fixtures installed in various common areas and gymnasiums</b></p> <p><b>4.2 Facilities</b></p> <ul style="list-style-type: none"> <li>• Continue with 5 year capital and maintenance plan (on file with county)</li> <li>• <b>Renovation of classrooms and labs at BHS for completion of Academy for Fine Arts and Academics Wing for STEM initiatives</b></li> <li>• <b>Maintenance, renovation and repair to various schools for roofing and pavement purposes through Sandy Relief Funds</b></li> <li>• <b>Beautification projects with PSE&amp;G and B.I.G.S. initiatives at schools district-wide</b></li> </ul> <p><b>Time Line:</b></p>
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<p>for the purpose of supporting informed decision making at the student, grade, building and district levels.</p> <ul style="list-style-type: none"> <li>• <b>Conduct a Needs Assessment to analyze LRE data identifying areas of non-compliance with LRE</b></li> </ul> <p><i>1.3 Student Assistance and Support</i></p> <ul style="list-style-type: none"> <li>• <b>Students will be placed in the least restricted environment</b></li> <li>• <b>Students in grades 3 – 12 will utilize chromebooks. This will provide multiple opportunities for students to create, collaborate, assess and share various forms of information using 21 century skills.</b></li> <li>• Implement differentiation of instruction in an environment responsive to the diversity of learners.</li> <li>• <b>Teachers with the support of administrators and parents will create individual student learning plan contracts for students experiencing academic difficulty.</b></li> </ul> <ul style="list-style-type: none"> <li>• Continue Summer Credit</li> </ul>	<p><i>Planning</i></p> <ul style="list-style-type: none"> <li>• Develop goals that are specific, measurable, attainable, results-oriented, and timely (SMART) which clearly addresses the needs of our students.</li> <li>• Ensure highly effective teachers and administrators deliver strong curriculum, instruction, and assessment.</li> <li>• <b>Continue to provide professional development for teachers and administrators that is more focused on delivering quality instruction and aligned to the learning need of each child.</b></li> <li>• <b>Pacing guides will be distributed in all core areas to ensure that students have been taught all of the information that will appear on the benchmark assessments.</b> Establish a process for helping teachers make use of these tools.</li> <li>• Customize professional development activities to meet the needs of the staff based on the performance of their students.</li> </ul> <p><i>2.5 Life-Long Learning</i></p>	<p><i>3.4 Maintenance, Management &amp; Support</i></p> <ul style="list-style-type: none"> <li>• Transition to Technology Coach positions to help provide building level support in each elementary school (Chromebook Management, Technology Integration, Professional Development, and GAFE implementation)</li> <li>• Create Technology Coach positions in BHS to provide building level support (Chromebook Management, Technology Integration, Professional Development and GAFE implementation)</li> <li>• Increase Technology Department Staff to manage GAFE, Chromebooks, network resources, and provide staff support</li> <li>• Manage Google Apps for Education (GAFE) as grade level groups to provide specific access to resources</li> <li>• Create successful administration and troubleshooting protocols for PARCC</li> </ul>	<p>Sept. 2014 – June 2015</p> <p><b>Lead Person(s):</b> Central Office Administration, Business Office, Administrators</p> <p><b>Resources Needed:</b></p> <ul style="list-style-type: none"> <li>• Grant Alerts</li> <li>• <b>Grant Program Applications</b></li> <li>• <b>Building proposals and renovation specifications</b></li> </ul> <p><b>Documentation:</b></p> <ul style="list-style-type: none"> <li>• Approved grants</li> <li>• Capital and Maintenance Plan (county)</li> <li>• Ongoing completion of Green initiative and beautification projects</li> <li>• <b>Completion of renovations for the Academy for Fine Arts and Academics STEM Wing</b></li> </ul>
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<p>Recovery program.</p> <ul style="list-style-type: none"> <li>• <b>Increase the before, during, and after school tutoring programs for students “at risk” of meeting state academic requirements.</b></li> <li>• <b>Offer students an opportunity to participate in a summer math or Language Arts/Literacy program to enhance learning.</b></li> <li>• Continue to afford ample opportunities for students demonstrating that they are ready for Algebra I coursework prior to high school by offering a zero period Algebra I class taught by a certified math content knowledge teacher in the Grade 8 math classrooms.</li> <li>• Continue to offer an Honors Algebra I class for 8<sup>th</sup> graders at Bayonne High School.</li> <li>• Continue to <b>expand</b> the High School Academies in the areas of Fine Art, <b>Humanities and STEM.</b></li> <li>• <b>Provide students that are ready for accelerated mathematics in grades 7</b></li> </ul>	<p><i>Environment for Staff</i></p> <ul style="list-style-type: none"> <li>• Build a professional development culture and cultivate a staff of skilled communicators.</li> <li>• <b>Continue to</b> provide on-going training support, and resources for all district staff that allow staff to understand and successfully implement programs and initiatives, increase their expertise, and improve communication and collaboration.</li> <li>• <b>Continue</b> to utilize Professional Learning Communities (PLC) as a venue to engage in collegial discussions involving evidence of student learning and maintain/develop common assessments across grade levels and content areas <b>with particular emphasis on developing PARCC-like questions.</b></li> </ul> <p><b>2.6 Achieve NJ</b></p> <ul style="list-style-type: none"> <li>• <b>Train teachers on the use of tiered SGO’s</b></li> <li>• <b>Continue to train teachers on SGP’s and the impact on their evaluations</b></li> <li>• <b>Rely on SCIP’s to ensure, oversee, and</b></li> </ul>	<p><b><u>Time Line:</u></b></p> <p>Sept. 2014 – June 2015</p> <p><b><u>Lead Persons:</u></b></p> <p>David Minard, Melissa McEntee, Melissa Sisk, Karee McAndrew, Technology Department Staff, Central Office Administration, Principals, Vice Principals, Directors, Assessment Office, Guidance, Data Teams, Curriculum Teams, Lead Teachers, I&amp;RS Teams, Child Study Teams, Attendance Office, School Improvement Panel, District Evaluation Advisory Committee (DEAC) Consultants</p> <p><b><u>Resources Needed:</u></b></p> <ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Hardware</li> <li>• Software</li> <li>• Consultants</li> <li>• On Course</li> <li>• Realtime</li> <li>• Jamf-Casper</li> <li>• WIKIS</li> <li>• Webinars: Go To Meeting</li> <li>• Blogs</li> <li>• CCSS</li> <li>• Teachscape</li> <li>• Google Apps for Ed</li> <li>• Chromebooks</li> <li>• iPads</li> <li>• Windows OS</li> <li>• Mac OS &amp; iOS</li> <li>• Promedia</li> </ul>	
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<p><b>the opportunities for more advanced math curriculum. This will provide students the opportunity to take more advanced math classes during high school years.</b></p> <ul style="list-style-type: none"> <li>Utilize an I&amp;RS team to provide targeted intervention such as 504 plans for students</li> </ul> <p><b><i>1.4 Curriculum Development</i></b></p> <ul style="list-style-type: none"> <li><b>Continue</b> to review and evaluate current academic programs to ensure alignment with the NJCCCS and Common Core Standards, best practices, research and 21<sup>st</sup> century skill readiness.</li> <li>Continue to monitor on course for teacher lesson plan alignment with CCSS and NJCCCS.</li> <li>Continue to strengthen and align the curriculum using a UBD format with rigorous standards in all content areas ensuring that it is engaging, challenging and consistently implemented.</li> </ul> <ul style="list-style-type: none"> <li><b>Formulate teams of teachers to develop new</b></li> </ul>	<p><b>support the implementation of the district’s evaluation, professional development and mentoring policies at the school level</b></p> <ul style="list-style-type: none"> <li><b>Create an individual teacher PDP that includes areas for improvement and growth, and specific professional learning activities to address these areas, timelines for completion, hours accrued and review of progress. The PDP must specify at a minimum:</b></li> <li><b>One area derived from the results of the most recent annual performance evaluation. One area aligned to the teacher’s role as a member of a professional learning team . One area aligned with the school or district’s improvement goals.</b></li> </ul> <p><b>2.7 LRE – Least Restrictive</b></p>	<ul style="list-style-type: none"> <li>Edgewave-iPrism</li> </ul> <p><b><u>Documentation:</u></b></p> <ul style="list-style-type: none"> <li>Contracts</li> <li>Lesson Plans</li> <li>In-service Workshops</li> <li>Out of District Workshops</li> <li>Projects</li> <li>On Course Reports</li> <li>Realtime Reports</li> <li>Jamf-Casper Reports</li> <li>Agendas from Staff Development Days, Faculty, Focus, Principal and Directors’ Meetings, Webinars</li> </ul>	
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<p>and effective curriculum materials that align to the CCSS and infuse technology with teaching and learning.</p> <ul style="list-style-type: none"> <li>• Create a technology curriculum team to develop lessons that utilize chromebooks for grades 3 – 12.</li> <li>• Expand the elementary World Language program by hiring appropriate staff and updating the elementary World Language curriculum.</li> <li>• Work with curriculum writing teams and curriculum directors to develop pacing guides, district assessments and updated curriculum.</li> <li>• Continue to expand Advanced Placement classes offered at the High School to prepare students for future careers in the STEM fields.</li> <li>• Create Computer Science curriculum and course that will provide students the opportunities to learn computer languages such as JAVA.</li> <li>• Create team teaching environments to better support student cross curriculum learning.</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Training of teachers and support staff in the areas of: co-teaching, accommodations and modifications for students in general ed settings, etc.</li> </ul> <p><b><u>Time Line:</u></b></p> <p>Sept. 2014- June 2015</p> <p><b><u>Lead Person(s):</u></b></p> <p>Central Office Administration, Principals, Vice Principals, Directors, Assessment Office, Guidance, Data Teams, Curriculum Teams, Lead Teachers, I&amp;RS Teams, Child Study Teams, Attendance Office, School Improvement Panel, District Evaluation Advisory Committee (DEAC), Consultants</p>		
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**Time Line:**

Sept. 2014 - June 2015

**Lead Person(s):**

Central Office  
Administration,  
Principals, Vice  
Principals, Directors,  
Assessment Office,  
Guidance, Data Teams,  
Curriculum Teams, Lead  
Teachers, I&RS Teams,  
Child Study Teams,  
Attendance Office, School  
Improvement Panel,  
District Evaluation  
Advisory Committee  
(DEAC), Consultants

**Resources Needed:**

- NJCCCS
- CCSS
- Assessment Data
- Attendance Data
- Software
- Access to realtime

**Documentation:**

- Assessment Data
- Performance Reports
- Agendas from Staff  
Development Days, Faculty,  
Focus, Principal and Directors'  
Meetings
- Attendance Sheets
- Curriculum/Faculty Monthly  
Meeting Schedules