



STRATEGIC PLAN 2009 – 2015

MARGATE CITY SCHOOL DISTRICT

BELIEF STATEMENT: RIDING THE WAVE OF EXCELLENCE

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MARGATE CITY SCHOOL DISTRICT
RIDING THE WAVE OF EXCELLENCE

Dear Teachers, Staff, Administrators, Parents, Community and Board Members:

As superintendent of the Margate City School District, I am very pleased to present our 2009-2015 Strategic Plan whose theme is "*Riding the Wave of Excellence.*" The purpose of this plan is to provide a blueprint for the district that will enable us to continue on our path to excellence.

The strategic plan was developed with the collective efforts of our teachers, parents, staff, administration, community and Board members. The strategic plan contains 37 goals and 115 objectives that support the following areas noted below:

- Curriculum, Instruction and Assessment
- Student Support/Parent Connections
- Professional Development
- School Environment/Climate/Safety & Health
- Public Relations/Outreach/Communications
- Facilities
- Finance
- Technology
- Dominick Potena Performing Arts Center
- Extra Curricular Programs/Clubs
- School Athletics
- School Store
- Governance

Several of the objectives are special strategic initiatives, and others provide support for our annual on-going efforts.

Each year there will be an accountability outcome report developed that will be shared with the school and external stakeholders.

As we forge ahead, we are confident that together we will successfully "*Ride the Wave of Excellence.*"

Sincerely,



Dr. Theresa DeFranco
Superintendent of Schools

MARGATE CITY SCHOOL DISTRICT
RIDING THE WAVE OF EXCELLENCE

Acknowledgement

Special thanks to the Margate City School District Board of Education, teachers, staff, parents, PTO and community members who help guide this plan.

Margate City Board of Education

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MARGATE CITY SCHOOL DISTRICT

RIDING THE WAVE OF EXCELLENCE

VISION: To become the BEST Pre-K through 8th grade school district in the State of New Jersey.

MISSION: The Margate City School District is committed to immersing our students in 21st century skill sets aligned with the New Jersey Core Curriculum Content Standards (NJCCCS) and National Education Technology Standards at all grade levels. Our mission is to prepare and inspire each student to realize his or her fullest potential and to be:

M OTIVATED

A CHIEVING

R ESPONSIBLE

G LOBAL

A SPIRING

T OLERANT

E MPOWERED CITIZENS

Also, the vision of the Margate City School District is to provide excellence in education while celebrating the strength of its diversity and upholding the values and traditions of the community. We are committed to providing strong academic and social programs delivered by a highly skilled, dedicated staff in a safe and wholesome environment. Finally, we will remain diligent at all times to ensure sound and prudent fiscal management.

A: CURRICULUM, INSTRUCTION AND ASSESSMENT

Goal A-1: Implement a rigorous standards-based curriculum focused on proficiency of New Jersey Curriculum Content Standards and 21st century content, context learning skills, and technology tools that challenges all students and provides for differentiation.

Objectives to Support Goal A-1:

A-1-1 – By December 2009, establish a consistent curriculum design to be used district-wide to drive our instructional decision-making and ensure a sound educational program in all grades and content areas.

A-1-2 – By September 2010, implement a standards-based lesson planning format focusing on essential questions and core concepts, and one that aligns assessments, instruction, and resources with the New Jersey Core Content Standards, National Educational Technology Standards (NETS) and 21st century learning across the curriculum.

A-1-3 - Annually, complete a gap analysis on at least three curriculum areas and align to the New Jersey Core Curriculum Content Standards.

A-1-4 - Annually, review the effectiveness of integrating Information Literacy into the disciplines, to provide students with competitive 21st century skills to prepare them to thrive in a global society, and modify as deemed appropriate.

A-1-5 – Annually update the curriculum K-8.

Goal A-2: Move to the utilization of a 21st century balanced assessment system including classroom, benchmark, and summative assessments that support student learning and achievement.

Objectives to Support Goal A-2:

A-2-1 – By June 2010, implement pervasive and frequent use of assessment data analysis to target district-wide improvements.

A-2-2 – By June 2011, establish a schedule of multiple assessment approaches to gain insight into each student's strengths and weaknesses to better develop an individualized differentiated learning environment.

A-2-3 – By June 2012, utilize a balanced assessment system throughout teaching and learning to diagnose student needs, plan next steps in instruction, and provide students with descriptive feedback to improve the quality of students' work.

Goal A-3: Implement an instructional program centered on Literacy and Mathematics proficiency based on 21st century learning with a district-wide commitment to all students.

Objectives to support Goal A-3

A-3-1 – By September 2012, implement a consistent school-wide writing model based on the writing process that emphasizes the traits and skills to develop proficient writers and is assessed using common rubrics.

A-3-2 - By September 2012, promote an environment that fosters innovation, creativity and the development of a deep understanding and appreciation for Science, Technology, Engineering and Mathematics through the use of inquiry-based instruction.

A-3-3 – Annually, assess the effectiveness of extending more time for teaching balanced literacy and mathematics

Goal A-4: Use technology to enhance student learning and advance mastery of 21st century skills by promoting greater student achievement, increasing student engagement, assessing student performance, facilitating communication and collaboration with the administration.

Objectives to support Goal A-4

A-4-1 – By September 2010, commit to technology literacy that introduces all students to technology use in the learning process and incorporate assistive technology for students with special needs that is evident in lesson plan and curriculum updates.

A-4-2 – By September 2010, track lesson plans, using OnCourse, to enable the administration to facilitate vertical and horizontal articulation supporting the NJCCCS, NETS, and 21st century skills.

A-4-3 – Annually, utilize OnCourse to monitor test reporting, record keeping and student progress and produce report cards.

Goal A-5: Design and equip learning environments which support discovery, creativity, and innovation in order to develop critical thinking skills.

Objectives to support Goal A-5

A-5-1 - By September 2011, equip all classrooms with instructional technologies to enhance student learning and achievement.

A-5-2 - By June 2014, expose students to real world issues and opportunities to solve authentic problems through the use of digital tools and resources (e.g., networking with students in other countries with appropriate filters).

Goal A-6: Student Performance: The district will prepare an analysis of student achievement data, using the state assessment data profile.

Objectives to support Goal A-6

A-6-1 – Annually compare achievement data for each grade level across all schools within the district.

A-6-2 – Annually compare achievement data with comparable districts by District Factor Group (DFG).

A-6-3 – Annually compare achievement data with state averages

A-6-4 – Annually provide the analysis to each district principal and verify that the data analysis drives instruction and professional development.

Goal A-7: Student Support Services: The district will provide support services that address academic, social and behavioral needs to support student success.

Objectives to support Goal A-7

A-7-1 – Annually review the district’s Comprehensive Equity Plan (CEP) and develop every three years. The plan will be designed to eliminate discrimination according to race, age, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender, religion, disability, socio-economic status, pregnancy or parenthood.
(N.J.A.C. 6A:7-1.9)

A-7-2 – Annually provide professional development training for all school personnel on a continuing basis to identify and resolve problems associated with the student achievement gap and other inequities.

A-7-3 - Annually ensure that each school building has a multidisciplinary team (such as Intervention and Referral Services Teams, Pupil Assistance Teams and School Resource Committees) as part of its coordinated system for the planning and delivery of intervention and referral services. (N.J.A.C. 6A:16-8)

Goal A-8: Early childhood: The district will implement early childhood education programs that support student achievement of NJCCS

Objectives to support Goal A-8

A-8-1 – Annually review 5-year preschool program plan and update as deemed appropriate.

A-8-2 – Annually review/update comprehensive pre-school curriculum and align with the Preschool Teaching and Learning Expectations: Standards of Quality (2004), linked to the NJCCS.

A-8-3 – Annually articulate the comprehensive pre-school curriculum between PreK and K programs to ensure a seamless transition to kindergarten.

A-8-4 – Annually assess class size for meeting appropriate state regulations with one teacher and one teacher assistant in all classes, where applicable.

A-8-5 – Annually use a performance-based system for measuring student progress and improve instruction and regularly communicates to parents about student progress.

B. STUDENT SUPPORT/PARENT CONNECTIONS

Goal B-1: Provide a school environment that is welcoming and respectful of all families and cultures, solicits and values their meaningful input, finds multiple ways to invite and involve them in school initiatives, and to build a shared commitment to school goals.

Objectives to support Goal B-1

B-1-1 - By September 2010, expand or create parent advocacy groups to foster communication between the school and home while providing opportunities for strengthening our student programs.

B-1-2 - By January 2011, provide opportunities to build the capacity of parents to support their child's learning at home.

B-1-3 – Annually offer a variety of extracurricular activities throughout the academic year to accommodate varying interests of the students.

B-1-4 – Annually offer school spirit items and school supplies that are readily available to the student population.

Goal B-2: Develop proactive partnerships and relationships within the community that are mutually beneficial, that result in the school being a respected and valued partner and that expand the school's ability to meet the needs of children.

Objectives to support Goal B-2

B-2-1 - By June 2010, formalize a structure within the school to link students/families to community agencies and services beyond those that can be provided by the school.

B-2-2 - By September 2010, enable the online posting of assignments and grades to increase involvement of parents in their child's learning, and implement electronic grade reporting procedures district-wide.

B-2-3 - Annually strengthen collaboration between the schools and the community and plan/offer programs to support the learning needs of all our citizens while using city resources efficiently and effectively.

Goal B-3: Continue to provide a safe environment to ensure each student's optimum mental, emotional, and social development.

Objectives to support Goal B-3

B-3-1 - By January 2010, utilize SIS System to monitor non-academic variables that may disrupt learning (e.g., attendance, discipline, health issues, social-emotional issues) and for applying appropriate interventions in a timely fashion.

B-3-2 - By September 2011, provide all staff members with resources as specified by the latest pedagogical research that aid identification of social and emotional issues such as bullying, tolerance, anti-violence and respecting personal choices.

Goal B-4: The district will implement policies and programs that establish a safe, secure, supportive and disciplined school environment that supports teaching, learning and student achievement of high academic standards.

Objectives to support Goal B-4

B-4-1 – Annually review all safety and security plans and provide training to all district employees, as appropriate, to enable them to recognize and appropriately respond to safety and security procedures. (N.J.A.C. 6A:16-5.1 et seq.)

B-4-2 – Annually promote regular attendance of students by adopting and implementing policies and procedures that include expectations and consequences regarding timely arrival and attendance and school district responses to unexcused absences. (N.J.A.C. 6A:16-7.8)

C: PROFESSIONAL DEVELOPMENT

Goal C-1: Provide ongoing opportunities and support for teachers to integrate 21st century skills into content and instruction.

Objectives to support Goal C-1

C-1-1 - Annually utilize trained staff to mentor, peer coach, and collaborate with colleagues to meet the specific needs of the district's educational goals.

C-1-2 - Annually provide in-service training using in-house expertise and/or paid presenters to address the integration of 21st century skills.

Goal C-2: Establish professional learning communities for the purposes of learning, collaboration, lesson planning, problem solving, and making informal decisions on using assessment results to bring about changes in curriculum and materials.

Objectives to support Goal C-2

C-2-1 - Annually develop schedules that support staff collaboration time for problem-solving, planning, study of student work, professional development and decision-making.

C-2-2 - Annually provide building professional development teams to foster the continued learning of the staff while collaborating with building leaders to strengthen our programming.

D: SCHOOL ENVIRONMENT/CLIMATE/SAFETY & HEALTH

Goal D-1: Continue to provide a safe and positive school environment/climate for students, teachers and staff.

Objectives to support Goal D-1

D-1-1 – Annually examine and “revise accordingly” all policies and procedures, relevant to safety, so they are consistent within the district and state regulations.

D-1-2 – Annually communicate all safety information through multiple means of delivery to all constitute groups and document practice of procedures.

D-1-3 – Annually examine and evaluate current incentive programs for recognizing positive achievements and build on our program.

D-1-4 – Annually evaluate our school environment/climate and modify as deemed appropriate.

D-1-5 – Annually encourage parent involvement in all achievement programs.

Goal D-2: Continue to provide a secure, safe and healthy environment for our students and staff.

Objectives to support Goal D-2

D-2-1 – Annually conduct a review of our current lock, card camera system, school security procedures, policies, practices, training efforts and equipment, update as deemed appropriate and share with constituent groups.

D-2-2 – Annually conduct a review of our current safety procedures, policies and practices, update as deemed appropriate and share with constituent groups.

D-2-3 – Annually review the effectiveness of all safety and health initiatives and efforts.

D-2-4 – Annually review policies, procedures, equipment, and training efforts as deemed appropriate in order to provide the highest level of health protection for our students and staff, update as deemed appropriate and share with constituent groups.

D-2-5 – By September 2010, students who are not covered by health insurance will be able to be quickly identified.

E: PUBLIC RELATIONS/OUTREACH/COMMUNICATION

Goal E-1: Develop and implement a marketing initiative to update the community and all stakeholders on initiative and outcome within the Margate City School District.

Objectives to support Goal E-1

E-1-1 – By June 2011, develop/maintain a comprehensive school district website.

Goal E-2: Develop a marketing initiative to provide the community and all stakeholders with an understanding of the school budget.

Objectives to support Goal E-2

E-2-1 – Annually review communication efforts for presenting the budget to key constituent groups and update as deemed appropriate.

Goal E-3: Review effectiveness of communication efforts with students, parents and community members on current events and emergency efforts.

Objectives to support Goal E-3

E-3-1 – By June 2010, examine current communication efforts and practices to keep parents, students and community members updated on events and emergency efforts and update as deemed appropriate.

Goal E-4: Update communication efforts using multiple means of tools (technology, signage, reports, etc.)

Objectives to support Goal E-4

E-4-1 – By June 2010, develop a plan with timelines and budget for updating communication efforts

E-4-2 – Annually review timelines and budget for communication equipment, signage, etc. and purchase according to priorities.

F: FACILITIES–PLANT OPERATIONS AND MAINTENANCE

ENERGY:

Goal F-1: The district will provide adequate and appropriately maintained facilities to support teaching and learning.

Objectives to support Goal F-1

F-1-1 – By June 2009, examine Ross School gym floor and replace and/or repair as deemed appropriate.

F-1-2 - Annually begin to replace, repair or refurbish existing interior and exterior finishes, textiles and safety systems.

F-1-3 – Annually implement projects that are consistent with the approved Long Range Facilities Plan and energy audit and update the plan periodically to meet the need for emergent projects.

Goal F-2: Maximize use of facilities and maintain quality in delivery of instructions.

Objectives to support Goal F-2

F-2-1 – By June 2009 examine classroom space in each building and make appropriate changes/ modifications.

COMPLIANCE/REGULATIONS:

Goal F-3: The district will comply with mandated regulations that are a part of the required scheduled Maintenance Plan.

Objectives to support Goal F-3

F-3-1 – Annually review and update the Comprehensive Maintenance Plan

F-3-2 – Annually conduct health and safety reviews using the Evaluation of School Buildings Checklist.

LANDSCAPING:

Goal F-4: Facilities will be enhanced to improve their aesthetic appearance.

Objectives to support Goal F-4

F-4-1 - Annually add, replace or remove existing plant materials and/or shrubbery to enhance the appearance of the facilities

PREVENTION MAINTENANCE:

Goal F-5: Transfer all asset inventories from existing Integrated Services/Tri-Maintenance Corporation database into the automated preventative maintenance work order system.

Objectives to support Goal F-5

F-5-1 – By January 2010, begin transfer of data.

F-5-2 – By March 2010, begin training the engineering staff.

G: FINANCE

Goal G-1: The district will maintain stability in the area of finance.

Objectives to support Goal G-1

G-1-1 – Annually explore the opportunities to create partnerships and community organizations for fund raising and sponsorships.

G-1-2 Annually prepare a fiscally sound budget.

G-1-3 – Annually explore alternative sources of funding outside of the current structure of dependence upon State aid and local tax levy.

H: TECHNOLOGY

Goal H-1: Continue to use the NJ Core Curriculum Content Standards as a guide with which to integrate technology as a learning tool throughout the curriculum.

Objectives to support Goal H-1

H-1-1 – Annually the district Technology Coordinator will work closely with the district Curriculum Director to ensure technology efforts in classrooms are driven by education through assisting in meeting the NJ Core Curriculum Standards.

Goal H-2: Develop a comprehensive staff development plan for the implementation and infusion of technology.

Objectives to support Goal H-2

H-2-1 – Annually staff development will be supported by district technology trainers and/or coaches and professional learning community locations. These will help integrate technology into lessons as well as be a layer of support/training for staff.

Goal H-3: Increase productivity in the management of administrative and student data.

Objectives to support Goal H-3

H-3-1 – By 2009, implement a web-based SIS system.

H-3-2 – By 2009, implement an IT work-order tracking system.

H-3-3 – By 2010, evaluate a web-based policy system for the board office.

H-3-4 – By 2010, evaluate a computer/software asset tracking system (asset tracking is a module of School Dude)

H-3-5 – By 2010, ensure security of equipment.

H-3-6 – Annually evaluate intranet switches and servers.

H-3-7 – Annually evaluate classroom and staff computers

GOAL H-4: Develop a technology budgeting plan to include state and federal aid, local funding, grants, and other community funding sources.

Objectives to support Goal H-4

H-4-1 – Annually budget requests by first examining priorities and checking grant funding options

H-4-2 – Annually continue to investigate grants for projects

Goal H-5: Enhance connectivity activities via the countywide distance learning network.

Objectives to support Goal H-5

H-5-1 – By 2010, increase our district’s available internet bandwidth to allow for smoother streaming of distance learning video.

Goal H-6: Increase communication and involvement with parents in order for them to be able to become more informed about their child’s education and also be able to reinforce their child’s instruction at home.

Objectives to support Goal H-6

H-6-1 – By 2010, investigate and purchase a call notification system that will add an additional layer of communication that can reach parents/teachers by telephone through one call.

H-6-2 – By 2010, purchase and implement a new web site that will be easier for staff to keep up to date. This new web site will also have additional capabilities that our current configuration does not have such as feedback, calendars, and tied into our online SIS system so that parents can view student grades and attendance.

I: DOMINICK POTENA PERFORMING ARTS CENTER

Goal I-1: Expand the programs and services offered to students and parents/community members under the performing arts center.

Objectives to support Goal I-1

I-1-1 – By 2009, develop and implement a tracking system for scheduling events and monitoring revenue flow.

I-1-2 - By 2010, establish a dance studio that will be integrated into the curriculum and support after school and extended year curriculum.

I-1-3 - By 2011, establish a broadcasting studio that will be integrated into the curriculum and support after school and extended year programs.

I-1-4 – By 2011, obtain funding that would enable us to provide state of the art lighting, sound and other technologies that are necessary for offering the best quality programs.

I-1-5 – Annually offer programs that support the curriculum and also the interests of the parents/community members.

I-1-6 - Annually develop and implement a comprehensive marketing plan to support the center with high visibility on the district web site, in news releases and signage.

I-1-7 – Annually create partnerships with organizations in delivering joint events.

I-1-8 – Annually seek grant funding and explore fundraising opportunities and sponsorships.

J: EXTRA-CURRICULAR PROGRAMS/CLUBS

Goal J-1: Develop a comprehensive array of programs and student clubs in all schools that includes: high visibility of offerings; continuity in program selection; increased challenge and substance in program/club offerings.

Objectives to support Goal J-1

J-1-1 - Annually evaluate program and club offerings and add/change new offerings as deemed appropriate.

J-1-2 - Annually distribute literature to students and parents on program and club offerings through brochures and the school web site.

J-1-3 - Annually develop and implement a wide range of programs that can be offered to students both after school and extend beyond the school year.

J-1-4 - Annually coordinate program and club efforts between and among the schools.

K: SCHOOL ATHLETICS

Goal K-1: Provide all students with opportunities to be involved in a wide range of school athletic programs.

Objectives to support Goal K-1

K-1-1 – By June 2009, identify the organizational structure for supporting the transfer of athletic programs within the district.

K-1-2 - Annually evaluate district-wide school athletic programs.

K-1-3 - Annually examine current school athletic program offerings and explore opportunities for providing new options that include: swimming, golf, rowing, etc., both after school and beyond the school year.

K-1-4 - Annually distribute literature to students and parents on school athletic programs offerings through brochures and on the school web site.

K-1-5 - Annually provide opportunities for students to participate in competitive athletic events with other schools.

K-1-6 - Annually obtain sponsorships to support athletic events.

L: SCHOOL STORE/SPIRIT

Goal L-1: Provide opportunities for district-wide school spirit initiatives.

Objectives to support Goal L-1

L-1-1 - By 2009, incorporate the school store operation under office of business administration.

L-1-2 - By 2010, develop and implement a plan for integrating the school mascot and school colors throughout the district and infuse with school athletic programs.

L-1-3 - Annually develop and implement district-wide school spirit programs and, where appropriate, raise funds to support efforts through the school store.

M: GOVERNANCE

Goal M-1: The school board will work in partnership with the administration to ensure the integrity and effectiveness of the district and will clearly convey that student achievement is the highest priority. The school board will use the NJ QSAC Governance DPR as a tool to evaluate this goal.

Objectives to support Goal M-1

M-1-1 – Annually the school board will review student achievement. The school board will convey clearly and concretely, through the policies it adopts and the information it seeks, that student achievement is the highest priority.

M-1-2 – Annually the school board will review and monitor board and administrative training, disclosure and operational requirements.

M-1-3 - The school board will comply with all ethical standards and annually review compliance.

M-1-4 - The school board will establish and annually update by-laws, policies and procedures reflective of current regulatory and statutory authority and best practices.

M-1-5 - The school board always operates in accordance with standard board practices.

M-1-6 - The school board engages in an annual and ongoing evaluative process.

M-1-7 – The school board annually adopts a budget that sets student achievement as its highest priority and allocates sufficient resources to address instructional and operational needs to ensure every student has the opportunity to receive a thorough and efficient education.