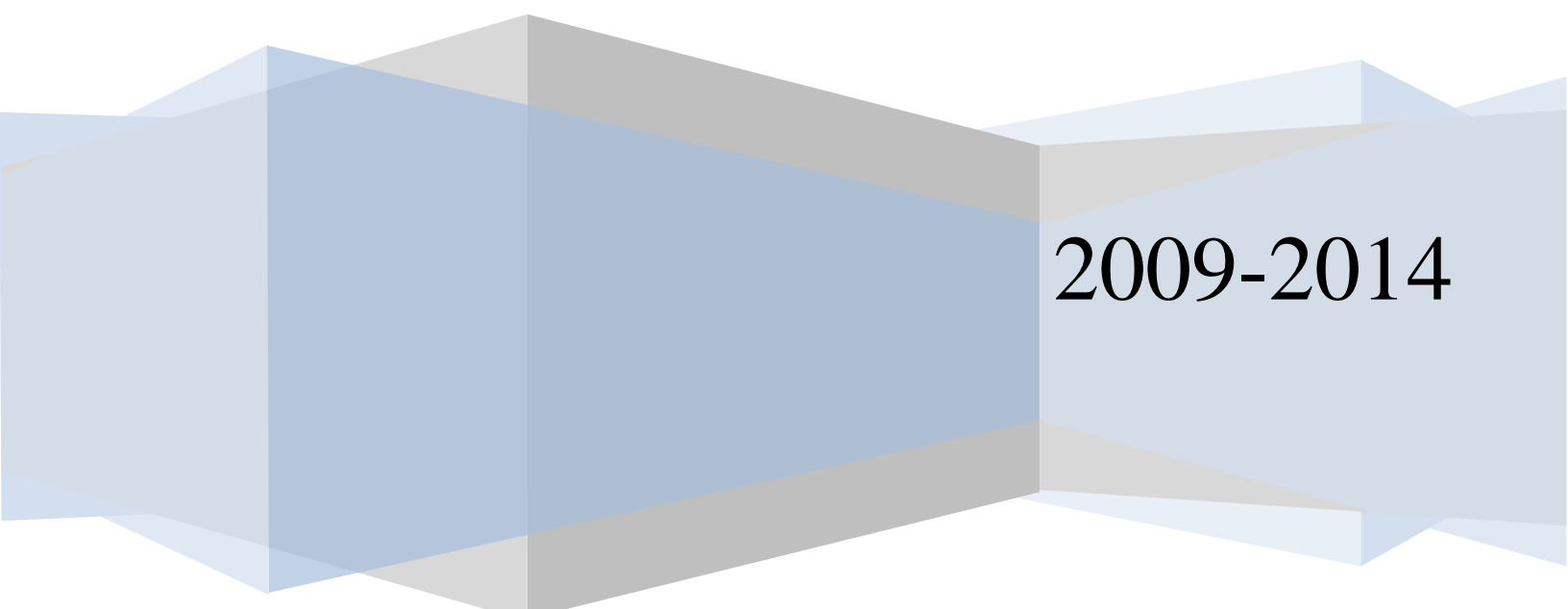


Brigantine Public Schools

Strategic Plan
for 21st Century World Class Schools



2009-2014

Strategic Plan Purpose

The Brigantine Public School's Strategic Plan contains the Mission, Vision, Objectives and Action Plan timelines that the Board of Education, Administration, staff and community members believe will drive the District's focus and resources for our students to share in a 21st century world class learning environment.

Since the award winning Brigantine Public School District continues to be directly affected by the growth of the casino industry of Atlantic City as a community possessing the aesthetic appeal to attract second property homeowners, an ever changing plan is needed to frame and direct the preparation of students for the expanded array of knowledge they will need to compete in a 21st century environment.

Though declining in enrollment, Brigantine Public Schools continue to expand their award winning curricular and extra-curricular activities for all students. Both the Elementary and Middle Schools were recognized by the Atlantic County Educational Teacher Training Center for continuing the District's tradition of exemplary technological achievement through short and long term project instructional lesson awards and winning the ETTC Lesson Plan Contest Grand Prize. We have also received the first place division awards for technology in the classroom in Atlantic County since 1999. In addition to this prestigious recognition the District was awarded six New Jersey Department of Education Best Practice awards for programs in the Elementary and Middle Schools. Brigantine is one of only five districts in the state of New Jersey to be awarded Star Schools, Governor's School of Excellence, and New Jersey Best Practice awards from the Department of Education.

The continued expansion of technology and support applications for instruction remains a top priority for the District as evidenced in the Strategic Planning goals and activities described in this document. Programs in both the Elementary and Middle Schools will redirect the primary focus of instruction towards 21st century learning, teaching and leadership and continue to recognize students as digital learners. The critical transformation of our school system will reflect redesigned curricula, systemic integration of technology, learning environments without walls or limitations, professional graphics with smart surface technologies, desktop and productivity software that students will interface with in future secondary programs. We currently offer and continue to expand, based on new technological supports, such programs in addition to the outstanding core curricular program which is the strength of our academic purpose and student preparation. The District has successfully integrated applications of the latest in whole-class student-teacher interaction in the classroom as well. Smart Board integration as well as computers with ATI interface are used in every classroom to provide additional whole-class instructional venues and opportunities for children in the school district. TV Studio Production is part of our shift in Gifted and Talented Education for all children as well as an effective strategy to develop new frameworks of onsite and online learning. The studio provides children with a forum for public speaking, video production, editing, public broadcasting and a technological platform for digital and animated personal expression and creativity.

We continue to expand our instrumental music program in the District. A twelve station synthesizer lab in the Elementary School music department supports our twenty-four station keyboarding lab located in the middle school. Third and fourth grade students are instructed to read music and play the keyboard as part of the music curriculum. More than 40 students in the Elementary and Middle Schools receive instruction in the violin as well. We are truly a magnate school of the performing and visual arts.

Through the Strategic Planning process the Brigantine Public School System will continue to be committed to providing our staff with professional development opportunities and experiences that enhance teacher knowledge and pedagogical expertise to ensure an instructional environment that develops responsible, independent, technologically proficient, culturally enriched and socially productive learners in a 21st century society. It is the District's vision and mission to refocus educational practices that provide curricular and extra-curricular activities for all students to transition effectively in a world where change is a constant and staff and students are equipped with a common core of knowledge, as well as the technological tools to become self-directed learners.

We are committed to continue the expansion of technology and support applications for professional development as well as the creation of instructional practices that treat technology as an extension-of-self for all staff and students. We stand at the forefront of Atlantic County in technology and through this Strategic Planning document as a guide, we will continue to direct the way towards the future of educational, social and technological experiences for all children.

Vision

The Brigantine Schools have evolved into a 21st century world class system. The new design provides all students with the skills, abilities and knowledge to meet the technological demands, production capabilities, career challenges, interpersonal intelligence and leadership qualities to guide, direct and positively influence the global transformation of 21st century society.

District Goals

1. The District will provide all students with individual instructional focus of high expectations and individual prescriptive outcomes based on each student's interests and ability to achieve.
2. The District will provide Professional Development for staff designed to foster mastery of new technological assistive teaching tools that maximize the effectiveness of each teacher by providing students with exposure to changing technologies.
3. The District will develop efficient and effective electronic communications with students, staff, parents and the global community through Web-based support systems that provide real-time information and instructional communications that support the curriculum and provide the vehicle for dialogue with parents and staff.
4. The District will develop Web-based access through the District's Web site to all District policies, procedures, forms and relevant information regarding the District and school-based data.
5. The District will continue to expand curricular and extracurricular opportunities for all students that reflect the needs of the learner in a 21st century society.
6. The District will complete Phase I and II of the School Construction Maintenance of Facilities Plan approved through the Brigantine Board of School Estimates for District Facility Renovation and Program Enhancement.
7. The District will redesign and seek Board approval of the District's curriculum with New Jersey Core Curriculum Content Standards and Quality Single Accountability Continuum (QSAC) regulations for compliance and monitoring.

8. The District will align and distribute all Board approved District Policies and Procedures for compliance with New Jersey Administrative Code, Statute and the Fiscal Accountability Efficiency and Budgeting Procedures.
9. The District will continue to expand programs and assistance for special needs learners that focus on high expectations, effective approaches to total inclusion as well as standards of achievement that maximize transitional opportunities from Middle School to High School.
10. The District will continue to revise and expand the Early Childhood Educational program according to new state guidelines and regulations, as well as adopt the plan to maintain our accreditation by the National Association for the Education of Young Children (NAEYC).

Brigantine Public Schools




Mission Statement


The mission of the Brigantine School District is to create world-class public schools that nurture the development of productive citizens who will be prepared to take their places as contributing members of 21st Century society with the skills and knowledge necessary to perpetuate and support the principles of American democracy.

To prepare our children for such transitions, the following fundamental truths are necessary in the district of Brigantine.

- That the *Students*, given an environment that capitalizes on their unique abilities, have a desire to learn and succeed in becoming independent thinkers, creative problem-solvers, and responsible individuals capable of developing leadership skills and good citizenship qualities in a rich multicultural setting.
- That the *School's Curriculum* is designed to meet the needs of the 21st Century learner, infuses media-rich technology, inspires creativity, communication and collaboration between students and staff, and fosters the skills necessary to thrive in a global society while addressing the knowledge needed to master New Jersey Core Curriculum Content Standards.
- That our *School Staff* is committed to provide an atmosphere conducive to learning, supportive of multiple learning opportunities and continually strives to improve their professional growth and development to maintain their effectiveness as educators.
- That the *Parents* are an essential part of a child's educational process and as such, are primary contributors to their child's physical, social, emotional, and psychological development through active involvement at home as well as at school.
- That the *School Board* is supportive and receptive to new ideas while committed to move the district forward through communicating an expectation of excellence to the community at large as well as supporting positive learning environments and advances in technology.
- That all members of the *Community* are partners with the school in helping to insure the success of our district's goals and objectives in creating a world-class public school system.

Action Plan Timelines

District Goal #1	
All students will receive individual instructional focus of high expectations and individual prescriptive outcomes based on each student's interests and ability to achieve.	
<i>Activities</i>	<i>Timeline</i>
<p>Using data to improve decision making for each student:</p> <ul style="list-style-type: none">  Using data to improve decision making for each student: The District will purchase, create or redesign Instructional Performance Assessment Instruments for Differentiated Instructional Solutions. Data will be used to measure student proficiency in Reading, Mathematics, Language Arts and Science as well as learning readiness assessment to individualize instruction for each early childhood learner.  Student performance information will be shared and articulated through in-service with staff to describe individual performance measures and provide a guide for instructional programs at various assessment benchmarks throughout the school year. Assessments will be created through Web-based criteria referenced tests designed to measure student progress of skills and knowledge assessed on NJ ASK.  Software Achieve 3000 Learnia Software through Pearson Dibels (Dynamic Indicators of Basic Early Literacy) (Phonological Awareness, Alphabetic Principles and word use fluency) 	<p><i>September 2009</i> Criteria referenced test development quarterly benchmarking.</p> <p><i>Annually 2009-2014</i> September in-service Quarterly Benchmark review conference</p> <p><i>September 2009</i> Annual review for upgraded applications or revisions</p>

District Goal #2	
Professional Development for staff will be designed to foster mastery of new technological assistive teaching tools that maximize the effectiveness of each teacher by providing students with exposure to changing technologies.	
<i>Activities</i>	<i>Timeline</i>
<ul style="list-style-type: none">  The local Professional Development Plan will include staff development activities which focus on continued infusion and expansion of the use of technology in the classroom to better prepare students to master skills addressed in NJCCCS as well as NJ ASK standardized assessment. 	<p>Annual Professional Development Committee timetable and written plan.</p>

<ul style="list-style-type: none"> ■ The District will continue the expansion of Smart Boards technology until every grade level class section has access to this supportive technology. ■ The District will continue to provide staff in-service to expand the use of Web-based support programs such as On Course Lesson Planner, School Fusion, AVA Directory based instructional material such as Video File Server data as well as workshops through the Southern Regional Institute (SRI) and Educational Teaching (ETTC) Training Center. ■ Staff workshops throughout the school year will continue to direct innovative ways to apply the extensive technology available within the District. ■ The local Professional Development Committee will annually direct their communications more effectively with staff, students, parents and members of the community using Web-based site software. ■ Information and communications technology literacy will be a primary goal for proficient mastery for all certified and non-certified staff. ■ Continue with satellite programs such as the professional staff cohort program with the Richard Stockton College of New Jersey's Masters Degree in Instructional Technology for our teaching staff members. 	<p>Annual review of technology budget purchases June 2009-2014</p> <p>All staff development in-service days</p> <p>Biweekly common planning review meetings – annual planning</p> <p>1st week in-service Annually multiple district workshop plans</p> <p>Annual plan posting Daily, weekly, monthly communication updates</p> <p>September 2009 Expansion September 2010-2011</p>
--	---

District Goal #3	
Develop efficient and effective electronic communications with students, staff, parents and the global community through Web-based support systems that provide real-time information and instructional communications that support the curriculum and provide the vehicle for dialogue with parents and staff.	
<i>Activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> ■ The District will continue to purchase, use and expand electronic communications through Web-based supports such as Connect-Ed, School Fusion and On-Course Lesson Planner with all District Stakeholders to foster a more engaged and expanded learning community which includes a greater role by parents. 	<p>Budget review/funding March annually District in-service days – annually</p>

<ul style="list-style-type: none"> ■ Staff in-service will be directed to expand the use of electronic communications, timeliness of information, and partnership with parents for 21st century skill development and medium of communication. ■ Staff in-service will be directed towards the development of each professional teaching staff member to design and maintain their personal teacher Web site. Electronic information from school to home to be shared on a daily basis. 	<p>District in-service days – annually</p> <p>Annually First week in-service Summer training programs</p>
--	---


District Goal #4
Develop Web-based access through the District’s Web site to all District policies, procedures, forms and relevant information regarding the District and school-based data.

<i>Activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> ■ All District Policies, Bylaws and Regulations which govern the District’s practices will be updated for code, statute and QSAC compliance. ■ All District Policies will be linked on line to the District’s Web site for electronic access to a global environment. ■ District Policies, Bylaws and Regulations will be installed on the ELAN Database System. ■ Staff members will be trained on accessing and understanding the Policy Manuals content to better understand the Rules and Regulations which govern schools, their students and employees in compliance with N.J. Administrative Statute and Code. ■ Forms for the District’s operational efficiency will be accessible through the District’s Web site for staff. Training will be provided for efficiency and effectiveness of use. ■ Updates and policy alerts will be reviewed by the Board of Education Policy Committee and prioritized for Board action. 	<p>September 2009</p> <p>Annual review, alert update</p> <p>Annual code and statute revisions</p> <p>First week in-service Annually</p> <p>September 2009</p> <p>Ongoing Scheduled committee meetings</p>






District Goal #5
Continue to expand curricular and extracurricular opportunities for all students that reflect the needs of the learner in a 21st century society.

<i>Activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> ■ The Administration will continue to review, for inclusion in the District’s curricular offerings, emerging 21st century content such as Global Awareness, macro economics and finances and civic literacy. 	<p>Annual summer review Annual review of Five-Year Curriculum renewal revision and adoption cycle</p>

<p>The District will:</p> <ul style="list-style-type: none"> ■ Continue to expand programs and partnerships with health supported agencies to improve the health and wellness of our students, staff and supportive community. We will strive to encourage and educate all for the need for healthy eating, wholesome life habits of physical activities which reduce obesity and increase nutritional wellness. <ul style="list-style-type: none"> ○ Aerobic directed spin classes (student and faculty) ○ Dance Revolution bikes for Physical Education instruction ○ Get Yourself Moving Program for students and staff ○ Biggest Loser Contests for staff ○ Coordination of Healthy Foods with Food Service ○ Health and Wellness Days for students and staff ○ Walking for Fun before school programs <p>The District will:</p> <ul style="list-style-type: none"> ■ Continue to explore emerging classroom learning environments that support 21st century roles for teachers as well as new technologies which provide flexible and multiple approaches to increase learning opportunities and instructional strategies for student and teacher engagement of learning. <p>The District will:</p> <ul style="list-style-type: none"> ■ Create Professional Learning Communities (PLC's) at the school level which include teams of staff members who will focus on and recommend curricular revisions that increase student personalization and student achievements in concert with 21st century curricular frameworks. <p>The District will:</p> <ul style="list-style-type: none"> ■ Continue to infuse character and values educational programs as well as violence prevention initiative in the school's curriculum for each grade level. 	<ul style="list-style-type: none"> -Annual meetings with -Horizon representative and AtlantiCare for program revision -Weekly lessons and articulated department meetings -Special event and activity programs throughout the year -Quarterly distribution of publication of ETTC workshops for staff <p>Annual and monthly staff agendas for professional development in-service days</p> <p>September 2009</p> <ul style="list-style-type: none"> -Monthly activities for character education -Annual application for school character award programs
<p>District Goal #6</p>	
<p>Complete Phase I and II of the School Construction Maintenance of Facilities Plan approved through the Brigantine Board of School Estimates for District Facility Renovation and Program Enhancement.</p>	
<p><i>Activities</i></p>	<p><i>Timeline</i></p>
<ul style="list-style-type: none"> ■ Complete Phase I of the District's School Construction Projects which includes all submittals, demolition, pilings, electrical construction, HVAC construction, concrete, masonry, ductwork, 	<p>August – September 2009</p>

<p>railings and construction compliance according to the agreed upon contractual construction schedule.</p> <p>  Complete Phase II of the District’s School Construction Projects which includes: <ul style="list-style-type: none"> Middle School: <ul style="list-style-type: none"> ○ new crawl space ventilators ○ a PA system and clock upgrade ○ new fire alarm and suppression system ○ fire code compliant interior doors ○ branch panel replacement upgrades throughout entire school Elementary School: <ul style="list-style-type: none"> ○ waterproofing of exterior walls ○ playground surface replacement </p> <p>within the timelines of the Strategic Plan.</p>	<p>Spring 2010 Spring 2011</p>
---	------------------------------------

District Goal #7
 Redesign and Board approve the District’s curriculum with New Jersey Core Curriculum Content Standards and Quality Single Accountability Continuum (QSAC) regulations for compliance and monitoring.

<i>Activities</i>	<i>Timeline</i>
<p>  Revise and approve the District’s Five Year Curriculum Plan inclusive of inquiry and investigative phases to Phase 5 revision and recommended curricular changes. </p>	<p>-Annually -Summer revision -Schedules</p>
<p>  Create a textbook and workbook review, recommendation and purchasing cycle congruent with the new Five Year Curriculum Plan. </p>	<p>-Annually -Winter budget -Spring purchase</p>
<p>  Create a Quality Single Accountability Continuum (QSAC) Steering Committee to coordinate and aggregate data to document compliance with District Performance Review (DPR) indicators for QSAC monitoring. </p>	<p>Summer 2009</p>
<p>  Revise the cycle appropriate curriculums to conform to the newest NJCCCS during the summer sessions of each school year to be reviewed and Board approved in the Fall of each year. </p>	<p>Annually reviewed and implemented</p>
<p>  Reapprove the curriculum and instructional textbooks for the upcoming school year at each regularly scheduled annual Reorganization Meeting of the Board of Education. </p>	<p>May – annually</p>

District Goal #8	
Align and distribute all Board approved District Policies and Procedures for compliance with New Jersey Administrative Code, Statute and the Fiscal Accountability Efficiency and Budgeting Procedures.	
<i>Activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> ■ Finish revisions of the District’s Bylaw, Policy and Regulation Manuals from Strauss Esmay Associates. ■ Conduct Administrative Review to insure policies reflect procedures which are directed from Board adopted practices, administrative and instructional procedures. ■ Review QSAC DPR’s for policy compliance in the areas of operations, governance, instruction and programs, fiscal management and personnel. Provide appropriate policy and regulation number in the comment section where appropriate. ■ Install the District’s adopted policy manuals on a Filemaker Pro database and post all data on the District’s Web site. ■ Replace all policies listed in District Teacher Handbook, Student Handbook and Substitute Teacher Handbook with updated District Policies. ■ Develop a Policy Alert Procedure that will provide a plan to modify and Board approve policies based on changes in the law or changed educational practices. 	<p>August 2009</p> <p>August 2009</p> <p>Spring 2009 to Fall 2009</p> <p>September 2009</p> <p>September 2009</p> <p>Ongoing for monthly Board review and adoption</p>
District Goal #9	
Continue to expand programs and assistance for special needs learners that focus on high expectations, effective approaches to total inclusion as well as standards of achievement that maximize transitional opportunities from Middle School to High School.	
<i>Activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> ■ Design a flexible model master schedule that reflects least restrictive environment opportunities and experiences for all special needs students. Maximize inclusion with non-special education students in all instructional and extra-curricular learning environments. 	<p>-Annually</p> <p>-Summer master schedule</p>

<ul style="list-style-type: none"> ■ Develop an articulation with Atlantic County Special Services School District to provide satellite instructional programs on-site in a shared service agreement to educate special needs students in a home district environment with integrated instruction in regular classroom settings to the greatest extent possible. ■ Provide continuous professional development opportunities for all staff to develop proficiency in the changing roles of teachers, aides and school leaders as they relate to individual differences and arising needs for remedial, behavioral and interventional strategies for an ever changing learner. ■ Provide continuous professional support to District Response to Intervention (RTI) Teams to build a school-wide infrastructure necessary to support non-special education strategies for challenging learners. 	<ul style="list-style-type: none"> -Ongoing -Implement program September 2009 -Monthly distribution of professional development opportunities Ongoing part of school year programs
---	--

District Goal #10

Continue to revise and expand the Early Childhood Educational program according to new state guidelines and regulations as well as adopt the plan to maintain our accreditation by the National Association for the Education of Young Children (NAEYC).

<i>Activities</i>	<i>Timeline</i>
<ul style="list-style-type: none"> ■ Continue to complete National Association for the Education of Young Children (NAEYC) compliance and certification documents on an annual basis to maintain the District's NAEYC National Certification. ■ Purchase, adopt, in-service staff and effectively implement the "Creative Curriculum" for preschool instruction approved by the State of New Jersey for Early Childhood Education. ■ Ensure collaboration among preschool teachers and administrators occurs through bi-weekly meetings of staff, administration and Child Study Team case managers. ■ Create an annual preschool activities schedule to include orientation, open house and other monthly appropriate community interface events to share with the staff and community. 	<ul style="list-style-type: none"> Annual review of timelines, implementation, revision and recertification phase for compliance September 2009 Biweekly meeting schedules -School calendar and activity schedule -Summer annually

<ul style="list-style-type: none"> ■ Create an Early Childhood Advisory Council that are stakeholders in the community comprised of teachers, parents, community members, Child Study Team members and administrators. ■ Annually project all budgetary considerations to expand Early Childhood Education from a target to universal district as well as the inclusion of 3 year old children and full day programs. ■ Develop an annual professional development plan for all preschool teachers, aides, support instructional personnel and program administrators. 	<p>Fall 2009</p> <p>January, February, March annually review</p> <p>-School Calendar and activity schedule -Summer annually</p>
---	--