Willingboro Public Schools, Willingboro New Jersey

NEW JERSEY QUALITY SINGLE ACCOUNTABILITY CONTINUUM (NJQSAC) SY 2011-2012

DR. RONALD G. TAYLOR, SUPERINTENDENT

SEPTEMBER 26, 2011
I. Introduction

Presenter: Dr. Dale A. Talbert

II. NJQAC Overview

Presenters: Dr. Dale A. Talbert

Ms. Monise Princilus

III. Cycle One NJQSAC, 2004-2007/ Willingboro [Background/Previous Report]

- Findings/ Plan of Improvement

Presenter: Dr. Walter Poroszok

IV. Cycle Two NJQSAC, 2007-2010/ Willingboro [Current Report]

- Core Committee/Findings/Ratings /Proposed Plan of Improvement

Presenters: Mr. Malcolm Outlaw, Mr. Kelvin Smith, Mr. Gary Johnson, Mr. Dumar Burgess, and Ms. Belinda Smith

V. Next Steps/Timeline

Presenter: Dr. Dale A. Talbert
I. INTRODUCTION: NJQSAC SY 2011-2012

- **Instruction and Program** - Malcolm Outlaw, Kevin Guyton, Abdel Gutierrez, Delores Cowherd, Sarah Holley, Kim Chiolan

- **Fiscal Management** - Kelvin Smith, Susan Niedelman, John Ogunkanmi

- **Operations** - Kelvin Smith, Carl Major, Lamont Thomas, Dennis Devlin, Norman Perry, Gary Johnson

- **Personnel** - Monise Princilus, Ca’Meshia Mitchell, Dumar Burgess

- **Governance** - Dr. Ronald Taylor, Walter Poroszok, Barbara Hooks, Belinda Smith
II. NJQSAC OVERVIEW

What is NJQSAC?
Components of NJQSAC
The NJQSAC Process

Dr. Dale A. Talbert
Ms. Monise Princilus

Presenters
II. OVERVIEW: WHAT IS NJQSAC?

- NJQSAC is the Department of Education’s monitoring and evaluation system.

- Its primary purpose is to measure and improve school district performance in meeting State standards.

- It is also designed to ensure all districts operate at a high level of performance.

- It integrates many of the requirements of: Existing Code and Statute, State Takeover Law and Federal Mandates

*Source: New Jersey Association of Federal Program Administrator [December 17, 2008]*
II. OVERVIEW: **FIVE COMPONENTS OF SCHOOL DISTRICT EFFECTIVENESS**

1. Instruction and Program
2. Personnel
3. Fiscal Management
4. Operations
5. Governance

*Source: New Jersey Association of Federal Program Administrator [December 17, 2008]*
Each DPR has a Quality Indicator for each of the 5 components. Each indicator is:

- Weighted;
- Has a total score to determine district effectiveness;
- Requires a response based on data and documentation; and,
- Must be verified by NJDOE personnel.

Source: New Jersey Association of Federal Program Administrator [December 17, 2008]
The Review occurs in three phases:

**PHASE #1:** District Self-Evaluations

**PHASE #2:** County Superintendent verification of those findings and recommendations

**PHASE #3:** Final review by the State Commissioner of Education
II. OVERVIEW: THE QSAC PROCESS

- District committee scores itself Yes/No on the District Performance Reviews (DPRs).
- District completes facilities walkthroughs.
- District submits DPRs to the department on or before November 16th.
- District submits facilities checklists and minutes documenting BOE approval to county office.
- Executive County Superintendent and staff verify district responses.
- Commissioner makes recommendation to State Board of Education.

Source: New Jersey Association of Federal Program Administrator [December 17, 2008]
II. CYCLE ONE NJQSAC /WILLINGBORO

- Background
- Findings
- Plan of Action Implemented

Dr. Walter Poroszok
Presenter
A DISTRICT MUST SATISFY AT LEAST 80% OF THE WEIGHTED INDICATORS IN THE AREAS OF INSTRUCTION & PROGRAM, FISCAL MANAGEMENT, OPERATIONS, PERSONNEL AND GOVERNANCE TO BE CONSIDERED PASSING.

CYCLE 1

- Years reviewed: 2004-2007

- State Reports Issued:
  - Initial Placement 4/2008
  - Interim Review 3/2009
  - Interim Review 3/2010

CYCLE 2

- Years reviewed: 2007-2010

- State Reports Issued:
  - Initial Placement 7/2011

April 2008: The State Commissioner of Education issued an evaluation of the Willingboro School District NJQSAC self-assessment. The district was placed on a continuum in each of the five evaluated areas.

June 2008: Districts who do not “pass” the review must develop improvement plans. District submitted a “short-term” goals plan for Board approval. NJDOE approved the plan July 2008.

March 2009: Staff from Burlington County Office of Education conducted the first 6-month interim review of the five DPR areas.
III. CYCLE ONE-FINDINGS (CONTINUED-2)

- District continued to implement improvement plan that moved from short term (achieved in about 6 months) goals to “long-term” goals (12 months plus).

- **March 2010**: County Office conducted second interim review. Commissioner’s office updated district’s placement.

- **May 15, 2010**: District required to revise the long term plan based on the identified failed DPR indicators and submit the revised plan to the NJDOE.

- **Summary Placement Scores of NJQSAC Cycle One:**

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Instruction &amp; Program</td>
<td>39%</td>
<td>54%</td>
<td>39%</td>
</tr>
<tr>
<td>Fiscal Management</td>
<td>66%</td>
<td>92%</td>
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<tr>
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<td>89%</td>
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<td>78%</td>
<td>78%</td>
<td>95%</td>
</tr>
<tr>
<td>Governance</td>
<td>44%</td>
<td>22%</td>
<td>44%</td>
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III. CYCLE ONE-PLAN OF IMPROVEMENT

Instruction and Program

Finding [1]:
- Lack of rigorous formative, diagnostic, ongoing, and summative assessments

Corrective Action:
- At the high school – investigate professional development for master scheduling. This training will provide information on schedule modification to facilitate articulation meetings.

Finding [2]:
- Insufficient and inconsistent monitoring of instruction

Corrective Action:
- Professional development training of administrators to strengthen monitoring of classroom instruction.
III. CYCLE ONE-PLAN OF IMPROVEMENT

- **Governance**

DPR [1]:
- Individual board members recognize that authority rests with the Board of Education and do not make personal promises or take any private action that may compromise the board. (N.J.S.A.18A:12-24.1(e))

**Corrective Action:**
- Willingboro School Board regulation #1210, B1, all requests from the Board of Education and/or its members to staff personnel are to be processed through the Superintendent, holds the Board responsible and accountable. Willingboro Board of Education Bylaw #0142 regarding the Board of Education and making personal promises or taking private action, holds the Board of Education responsible and accountable. Emphasis will be given on Ethics training for School.
III. CYCLE ONE-PLAN OF IMPROVEMENT

- **Governance**

DPR [2]:
- The school board maintains the confidentiality of all matters pertaining to the schools which, if disclosed, would needlessly injure individuals or the schools. N.J.S.A. 18A:12-24.1(g).

Corrective Action:
- Willingboro Board of Education Bylaw #0146, confidentiality of all matters regarding schools and school personnel, holds the Board responsible and accountable and will be upheld.
III. CYCLE TWO NJQSAC/WILLINGBORO-FINDINGS/RATINGS

REVIEW YEARS = 2007-2010

- District Self-Assessment submitted early 2011

- Based upon the district self-assessment and county office verification of the District’s self-assessment, the Acting Commissioner placed the District on a continuum in the five reviewed areas: Instruction & Program; Fiscal Management; Operations; Personnel; and Governance.
### IV. CYCLE TWO NJQSAC/WILLINGBORO- FINDINGS/RATINGS

**CURRENT RATING AS OF JULY 2011**

<table>
<thead>
<tr>
<th>DPR AREAS</th>
<th>INITIAL PLACEMENT</th>
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<tbody>
<tr>
<td>Instruction &amp; Program</td>
<td>40%</td>
</tr>
<tr>
<td>Fiscal Management</td>
<td>83%</td>
</tr>
<tr>
<td>Operations</td>
<td>65%</td>
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<tr>
<td>Personnel</td>
<td>17%</td>
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<tr>
<td>Governance</td>
<td>11%</td>
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NJQSAC CYCLE TWO [Current Report]

Findings/Corrective Actions Proposed

Instruction and Programs [40%]: Malcolm Outlaw

Fiscal Management [83%]: Kelvin Smith

Operations [65%]: Gary Johnson

Personnel [17%]: Dumar Burgess

Governance [11%]: Belinda Smith
Sampling of Comments/Findings

- Teachers were required to sign off observations. Not systemic (C1a)
- Technology not district wide (C4)
- District wide-no assessment system (C5e)
- Benchmarks.. Could not verify (B3)
The district curriculum, in each content area, specifies ways to support integrated/cross disciplinary instruction to address the implementation of all nine of the NJCCCS areas.

Corrective Action Proposed

- Develop, implement and monitor a plan for job-embedded, data-identified ongoing professional development across all grade levels, content areas and transition points that support the district-adopted curricula. This plan should include professional development in content specific areas for all staff (administrators, teachers, and paraprofessionals) and should include individual professional Growth Plans.

- The District will provide time for team meetings to allow planning of differentiated instruction and collaboration of teachers across the disciplines K-12.
The district has a gifted and talented program at all grade levels in the district. (N.J. A.C.6A:8-3.1)

**Corrective Action Proposed**

- Continuously Increasing Gifted and Talented Program K-12
  1. Phase 1 Grades 3-5
  2. Phase 2 Grades 6-8
  3. Phase 3 Grades K-2
  4. Phase 4 Grades 9-12
- Identification of gifted students using NJASK scores
- Monitor the progress of the student, and determine the appropriateness of the current enrichment activities.
- Ongoing tracking will occur through regular communication between the Support Teacher - Gifted and Talented Education
Sampling of Comments/Findings

- Repayment of $55.3k in fiscal year '09 for urgent NCLB & IDEA funds (D1c)

  - ARRA audit conducted 2/2010
  - 19 findings some significant (D3a)

- For utilities... expect to cover late fees (B4e)
NJQSAC CYCLE TWO [Current Report]

✓ Fiscal Management [83%]:

Business Administrator Kelvin Smith

Presenter

DPR[1]: (B4d)

Purchase orders are approved only by the purchasing agent and are issued in advance of goods and services rendered and encumbered for the full contractual amount.

Corrective Action Proposed

To have professional development (PD) training with staff responsible for issuing requisitions. It is also part of Standard Operating Procedures (SOP).
Fiscal Management [83%]:

**Business Administrator Kelvin Smith**

**Presenter**

**DPR[2]: (D3f)**

The salaries funded by federal grants are approved by the board as documented in the board minutes. The district maintains the required time and activity reports.

**Corrective Action Proposed**

Salary accounts were established and have become a part of the documentation in the board minutes. The required time and activity reports are now being maintained by the district.
Sampling of Comments/Findings

- Student handbook missing. No parent involvement on committee (C3)

- No documentation re: how the district makes parents aware of Harassment, Intimidation & Bullying (C6a)

- Teachers not trained, staff not trained (C6b)

- Recently sent letter to all Principals that discipline records go to receiving school. Process just started. (E6)
The district’s safety and security plan provides for the prevention of, intervention in, response to and recovery from emergency and crisis situations. (N.J.A.C. 6A:16-5.1 et seq.)

Corrective Action Proposed
Add Mitigation section to the Emergency Management Plan
The district has adopted and distributed to all school staff, students and parents a code of student conduct that contains all required elements. (N.J.A.C. 6A:16-7.1)

Corrective Action Proposed
The Student Code of Conduct was revised August 2011, adopted, and distributed accordingly.
Sampling of Comments/Findings

- Found teachers inappropriately certified for their assignment (A2a)

- Data used not consistent across schools (C1e)

- No HR Director (B2a)

- Unable to verify (i.e. Professional Development for all teachers (C1d))
The district and each school notify parents annually about their right to inquire about the qualification and HTQ status of their child’s teachers.

Corrective Action Proposed
Letters will be sent out by each school within the first 30 days of the school year. A copy of the parent letter will be placed on the website and maintained at the school.
Personnel [17%]:

Principal Dumar Burgess

Presenter

DPR[2]: (A4e)

The district annually reviews HQT data to determine if students in low-performing schools are disproportionately taught by teachers who have not met HQT status and if so, implement actions to ensure that highly qualified and experienced teachers are distributed equitably between low-performing and high-performing schools.

Corrective Action Proposed

- The Human Resource Department will audit the district’s personnel files to ensure that all certificated staff have accurate certificate(s) and/or credentials.
- Each school will maintain HQT files. Each file will be updated annually and will contain the following documents:
  + Certificate(s)/Credentials
  + Current Professional Growth Plan
  + Current Teaching Schedule
  + Letter of Non Highly Qualified Status (If Necessary.)
GOVERNANCE [11%]:

Sampling of Comments/Findings

- New Mission Statement 9/10. Not Board Approved (A1)
- Appointments are made not based on applicant qualifications (B1)
- Micromanaged, i.e., personnel selection (E2)
- Regulations are templates with blanks (D2)
Governance [11%]:

Board Vice President Belinda Smith

Presenter

DPR[1]: (E2)

Each member of the school board confines his or her action to policy making, planning and appraisal.

Corrective Action Proposed

Board Training on, “Role of the board” and “Ethics”.
Board accepted Standard Operating Procedures
Governance [11%]:

Board Vice President Belinda Smith
Presenter

DPR[2]: (1 2)

The school board maintains the confidentiality of all matters pertaining to the schools which, if disclosed, would needlessly injure individuals or the schools. N.J.S.A. 18A: 12-24

Corrective Action Proposed
Complete Board Certification from NJSBA, Adopt TEAM Charter.
IV. NEXT STEPS/TIMELINE

- Review recommendations with respective WBOE committees by October 15, 2011
- Finalize proposed District Plan of Improvement for electronic submission to NJDOE by **November 15, 2011**
  - Actual timeline to be determined by NJDOE
- Await completion of NJDOE review, recommendations, and/or approval
- Implement plan as proposed, if approved
- Revise District Plan as required, if not approved
- Prepare for District site review as scheduled by NJDOE