



State of New Jersey  
DEPARTMENT OF EDUCATION

GLOUCESTER COUNTY OFFICE OF EDUCATION  
254 County House Road  
Clarksboro, New Jersey 08020  
856-686-8370

CHRIS CHRISTIE  
*Governor*

KIM GUADAGNO  
*Lt. Governor*

DAVID C. HESPE  
*Commissioner*

AVE' ALTERSITZ  
*Interim Executive County Superintendent*

November 25, 2015

Dr. Mark Silverstein, Superintendent  
Glassboro Public School District  
George Beach Administration Building  
560 Joseph L. Bowe Boulevard  
Glassboro, NJ 08028

Dear Dr. Silverstein,

I have reviewed your Superintendent Merit Goals for the school year 2015-16 as outlined on the attached Merit Goal Submission Forms, and I have approved these goals for the 2015-16 School year as pursuant to N.J.A.C. 6A:23A-3.1(e)(10)ii.

Sincerely,

Ave' Altersitz  
Executive County Superintendent

c:  
Mr. Peter Calvo, BOE President  
Mrs. Kathy Mastran, Interim Business Administrator  
Ms. Doris Isaacs, Executive County School Business Official

# MERIT GOAL SUBMISSION FORM

## SCHOOL YEAR 2015-2016

NAME OF INDIVIDUAL Dr. Mark J. Silverstein TITLE Superintendent

QUANTITATIVE GOAL ☒ 1 PERCENTAGE 3.33% QUALITATIVE GOAL ☐ PERCENTAGE \_\_\_\_\_  
DOLLAR VALUE \$5,245 DOLLAR VALUE \_\_\_\_\_

**DESCRIPTION OF GOAL: MUST BE SPECIFIC. WHY ARE YOU DOING THIS? WHAT ARE YOU DOING TO ACHIEVE THIS GOAL? HOW DOES THIS RELATE TO A STRATEGIC PLAN OR DISTRICT/BOARD GOALS?**

The Board of Education requires that all students enrolled in the preschool program follow the mandated attendance policy (5200). Unexcused absences will deprive our students of an educational experience therefore affecting their academic performance.

For 2015–16 school year, 90% of the pre-kindergarten students will have less than 15 absences for the school year.

As per 2014-2015, 48 out of 115 general education pre-kindergarten students had 15 or more absences. 58% of the students had less than 15 absences. This percentage was attained by utilizing the PowerSchool "Attendance Frequency Report" which allows users to search student attendance by frequency of occurrence, then followed by calculating the numbers. As per the attendance policy 5200 for Pre K students, after 15 absences, the student will be removed from the program.

Each week, a consecutive day attendance report will be run. Parents of students will receive a 5 and 10-day letter. Each family will be met with after they receive the 10-day letter.

**EVIDENCE OF COMPLETION: HOW WILL THE GOAL BE MEASURED: (BASELINE DATA AND GOAL ATTAINMENT DATA, DOCUMENTATION)?**

The Student Database Coordinator will collect attendance data from each of the schools in the district and calculate the average daily attendance rate for the district and for each school. The attendance rate shall be calculated by dividing the total number of pupil days present for all pupils by the total possible number of pupil days present for all pupils and multiplying the result by one hundred. For 2015–16 school year, 90% of the pre-kindergarten students will have less than 15 absences for the school year.

Progress will be measured by attainment with the acceptable range of 60%-90% (30 basis points). If the school results in 75 % or 15 basis points, the progress will be measured as 15/30 or 50% progress.

**INDIVIDUAL(S) RESPONSIBLE FOR GOAL COMPLETION:**

Dr. Mark Silverstein with the designated Truancy Officer and Aaron Edwards, Principal-Rodgers School will be responsible for developing and implementing and shall develop a district improvement plan to improve student attendance, pursuant to N.J.A.C.6A:30-5.2 and implement strategies to achieve the goal by the end of the 2015-2016 school year.

**TIMELINE TO COMPLETE THE GOAL FOR THE 2015-2016 SCHOOL YEAR:**

June 2016

**QUANTITATIVE GOAL #1 (CONTINUED)**

**\*ATTACH ANY DATA/REPORTS TO BE USED AS A BASIS OF MEASUREMENT**

<b>YEAR</b>	<b>NUMBER OF STUDENTS ENROLLED</b>	<b>NUMBER OF STUDENTS WITH 15 OR MORE ABSENCES</b>
2014 – 15	115	48

**DATE SENT TO  
ECS**

10/30/15

**SIGNATURE AND DATE  
APPROVED BY ECS**

*Anne Altercity*

# MERIT GOAL SUBMISSION FORM

## SCHOOL YEAR 2015-2016

NAME OF INDIVIDUAL Dr. Mark J. Silverstein TITLE Superintendent

QUANTITATIVE GOAL ☒ 2 PERCENTAGE 3.33% QUALITATIVE GOAL ☐ PERCENTAGE \_\_\_\_\_

DOLLAR VALUE \$5,245 DOLLAR VALUE \_\_\_\_\_

**DESCRIPTION OF GOAL: MUST BE SPECIFIC. WHY ARE YOU DOING THIS? WHAT ARE YOU DOING TO ACHIEVE THIS GOAL? HOW DOES THIS RELATE TO A STRATEGIC PLAN OR DISTRICT/BOARD GOALS?**

During the 2015-2016 school year, 6<sup>th</sup> grade teachers will implement a new mathematics program. The program is aligned to the Common Core State Standards and has already been in use at the Glassboro Intermediate School. The 6<sup>th</sup> grade teachers have been departmentalized and are focusing on mathematics instruction this year. The data collected from this goal will provide information on the effectiveness of the program and the success of a group of teachers specialized in mathematics instruction. An Excel spreadsheet will be provided which includes pre and post benchmark data.

At the conclusion of the last school year, 68% of students in the 6<sup>th</sup> grade scored 80% or higher on the district's Math Benchmarks as reported by the building administration and Chief Academic Officer. Assessment was based on final math benchmark assessment developed and measured during the school year. The results provide for disaggregated data by teacher and student to inform professional development and instruction.

Strategies that will be put in place to achieve this goal are as follows:

- Professional Development on the implementation of the new program has been provided.
- The Principal and Supervisor of Curriculum will coach teachers with math lessons and be present in many of their common planning meetings.
- Monthly meetings with teachers will be held to discuss student progress towards the meeting standards.
- Direction on use of data collected to guide instruction.
- Strategies for small group instruction based on formative assessments.
- Use of resources from Rowan University with the designation of Bowe School as a Professional Development School.

Teachers will provide feedback on success initiative and student achievement. The benchmark results will be collected and broken down by teacher. Those scores will be used to provide future professional development. The students will be surveyed regarding departmentalization, the new math program, how prepared they were for the benchmark, and their use of the technology component (online resources) from home.

As this is a new tool, there is no previous data on the percentage of students passing this assessment .

By June 2016, 75% of students in the 6<sup>th</sup> grade will score 80% or higher on the end of the year Glassboro School District Standards Based Mathematics Benchmark Assessment.

**QUANTITATIVE GOAL #2 (CONTINUED)**

**EVIDENCE OF COMPLETION: HOW WILL THE GOAL BE MEASURED: (BASELINE DATA AND GOAL ATTAINMENT DATA, DOCUMENTATION)?**

Glassboro School District Standards Based Mathematics Benchmark is a new assessment that was created within the district and aligned to the CCSS. It will determine the students' rate of success in each of the strands of the mathematics standards. This test is administered to the students three times a year.

By June 2016, 75% of students in the 6<sup>th</sup> grade will score 80% or higher on the end of the year Glassboro School District Standards Based Mathematics Benchmark Assessment. Progress will be provided to the Board at least twice after the initial benchmark.

**INDIVIDUAL(S) RESPONSIBLE FOR GOAL COMPLETION:**

Dr. Mark Silverstein  
Danielle Sochor, Chief Academic Officer  
Wanda Pichardo, Principal- Bowe School

**TIMELINE TO COMPLETE THE GOAL FOR THE 2015-2016 SCHOOL YEAR:**

June 2016

**\*ATTACH ANY DATA/REPORTS TO BE USED AS A BASIS OF MEASUREMENT**

DATE SENT TO  
ECS

10/30/15

SIGNATURE AND DATE  
APPROVED BY ECS



# MERIT GOAL SUBMISSION FORM

## SCHOOL YEAR 2015-2016

NAME OF INDIVIDUAL Dr. Mark J. Silverstein TITLE Superintendent

QUANTITATIVE GOAL ☒ 3 PERCENTAGE 3.33% QUALITATIVE GOAL ☐ PERCENTAGE \_\_\_\_\_  
 DOLLAR VALUE \$5,245 DOLLAR VALUE \_\_\_\_\_

DESCRIPTION OF GOAL: MUST BE SPECIFIC. WHY ARE YOU DOING THIS? WHAT ARE YOU DOING TO ACHIEVE THIS GOAL? HOW DOES THIS RELATE TO A STRATEGIC PLAN OR DISTRICT/BOARD GOALS?

At least 85% of regular education GHS students will have passed at least (1) of the high school graduation assessments by the end of their junior year. Previously, regular education students were required to demonstrate proficiency on the HSPA or participate successfully in the AHSA process. Currently, in the Class of 2016, 76.3%, or 87 students of 114 regular education students had been cleared for graduation by demonstrating proficiency in one of the approved state assessments (see chart below) as of June, 2105.

Counselors have met with the Grade 11 students and encouraged them to take advantage of before and after school tutoring. In addition, teachers in other departments, besides Math & English, have been asked to encourage students to take advantage of the tutoring program. Those students attending the tutoring program will focus on ASVAB and SAT prep. Counselors will work with the non-cleared juniors and once again encourage them to take advantage of the tutoring program. These students are also being signed up for every available test. They started with the ASVAB and the PSAT's; this will continue with the December ASVAB test.

English Language Arts	Mathematics
Passing score on a PARCC ELA Grade 9 <i>or</i>	Passing score on PARCC Algebra I <i>or</i>
Passing score on a PARCC ELA Grade 10 <i>or</i>	Passing score on PARCC Geometry <i>or</i>
Passing score on a PARCC ELA Grade 11 <i>or</i>	Passing score on PARCC Algebra II <i>or</i>
SAT $\geq$ 400 <i>or</i>	SAT $\geq$ 400 <i>or</i>
ACT $\geq$ 16 <i>or</i>	ACT $\geq$ 16 <i>or</i>
Accuplacer Write Placer $\geq$ 6 <i>or</i>	Accuplacer Elementary Algebra $\geq$ 76 <i>or</i>
PSAT $\geq$ 40 <i>or</i>	PSAT $\geq$ 40 <i>or</i>
ACT Aspire $\geq$ 422 <i>or</i>	ACT Aspire $\geq$ 422 <i>or</i>
ASVAB-AFQT $\geq$ 31 <i>or</i>	ASVAB-AFQT $\geq$ 31 <i>or</i>
Meet the Criteria of the NJDOE Portfolio Appeal	Meet the Criteria of the NJDOE Portfolio Appeal

Strategies will include ensuring all students with IEPs will be exposed to one or more of the required graduation assessments. Currently, 12.5%, or 4 out of 32 students in the Class of 2016 with IEPs have not been exposed to one of the graduation assessments as of June 2015 based on the timeline listed below.

EVIDENCE OF COMPLETION: HOW WILL THE GOAL BE MEASURED: (BASELINE DATA AND GOAL ATTAINMENT DATA, DOCUMENTATION)?

The Guidance Office will keep monitoring the students taking the Accuplacer, PSAT's, SAT's, ACT's, ASVAB and PARCC Assessments and will develop a spreadsheet of their scores.

Students in the Class of 2016 who have not met any of the criteria for graduation have been assigned to remedial instruction.

**QUANTITATIVE GOAL #3 (CONTINUED)**

**INDIVIDUAL(S) RESPONSIBLE FOR GOAL COMPLETION:**

Dr. Mark Silverstein in collaboration with all GHS Staff and Administration will assist in preparing students for these assessments. Working with Administration, Guidance Counselors will maintain progress reports.

**TIMELINE TO COMPLETE THE GOAL FOR THE 2015-2016 SCHOOL YEAR:**

September – ASVAB  
October PSAT's  
November/January – Semester 1 PARCC  
May – PARCC  
Spring – Accuplacer  
Spring - ASVAB  
Monthly – SAT's  
Various Dates – ACT's

**\*ATTACH ANY DATA/REPORTS TO BE USED AS A BASIS OF MEASUREMENT**

DATE SENT TO  
ECS

10/30/15

SIGNATURE AND DATE  
APPROVED BY ECS



# MERIT GOAL SUBMISSION FORM

## SCHOOL YEAR 2015-2016

NAME OF INDIVIDUAL Dr. Mark J. Silverstein TITLE Superintendent

QUANTITATIVE GOAL ☐ PERCENTAGE      QUALITATIVE GOAL 1 PERCENTAGE 2.50%  
DOLLAR VALUE      DOLLAR VALUE \$3,937

**DESCRIPTION OF GOAL: MUST BE SPECIFIC. WHY ARE YOU DOING THIS? WHAT ARE YOU DOING TO ACHIEVE THIS GOAL? HOW DOES THIS RELATE TO A STRATEGIC PLAN OR DISTRICT/BOARD GOALS?**

Produce a new five-year Strategic Plan for the school district 2016-2021. The current plan expires in 2016. This is also a Board of Education goal for the 2015-2016 school year as well.

- Plan, schedule, and coordinate with NJSBA a state of the schools report in December 2015
- Plan, schedule, and participate in 3D planning meetings in January, February, and March
- Develop and present Action Plans in support of goals in April-May
- Obtain BOE approval and present Strategic Plan in June

The following measures will be taken in order to get the most community members as possible to attend:

- Several School Messenger announcements will be sent.
- Principals, PTO Representatives and Board Members will be asked to recommend participants.
- Email (Valhalla) will be sent to all staff asking for volunteers.
- Newspaper articles requesting community participation will be done.
- The District website and Bulldog Bulletin will be utilized to request volunteers.
- The Glassboro High School and PTO Facebooks will include a request for volunteers.

The Board of Education previously utilized the Strategic Planning process that was offered by the New Jersey School Boards Association for a total of \$6,000.00. Once again, the Board has approved implementation of the 3D Strategic Planning Process with NJSBA with an investment of \$3,850.00. NJSBA will coordinate with the CSA to align resources to ensure the timeline is administered to achieve the board goal of adopting a plan by the end of the school year.

**EVIDENCE OF COMPLETION: HOW WILL THE GOAL BE MEASURED: (BASELINE DATA AND GOAL ATTAINMENT DATA, DOCUMENTATION)?**

Goal setting meeting followed by continual work sessions to produce a final document to be adopted by the Board of Education by June 2016. Evidence will include minutes and discussion revolving around the goals that stakeholders participating have chosen, level of participation, and compliance with established timelines.

**INDIVIDUAL(S) RESPONSIBLE FOR GOAL COMPLETION:**

Dr. Mark Silverstein  
Jody Rettig, Community Affairs Secretary  
Board of Education  
Community Volunteers  
Educational Stakeholders



**QUALITATIVE GOAL #1 (CONTINUED)**

**TIMELINE TO COMPLETE THE GOAL FOR THE 2015-2016 SCHOOL YEAR:**

June 2016

**\*ATTACH ANY DATA/REPORTS TO BE USED AS A BASIS OF MEASUREMENT**

**DATE SENT TO  
ECS**

10/30/15

**SIGNATURE AND DATE  
APPROVED BY ECS**

*One Atterbury*

# MERIT GOAL SUBMISSION FORM

## SCHOOL YEAR 2015-2016

NAME OF INDIVIDUAL Dr. Mark J. Silverstein TITLE Superintendent

QUANTITATIVE GOAL ☐ PERCENTAGE \_\_\_\_\_ QUALITATIVE GOAL ☒ 2 PERCENTAGE 2.50%  
DOLLAR VALUE \_\_\_\_\_ DOLLAR VALUE \$3,937

**DESCRIPTION OF GOAL: MUST BE SPECIFIC. WHY ARE YOU DOING THIS? WHAT ARE YOU DOING TO ACHIEVE THIS GOAL? HOW DOES THIS RELATE TO A STRATEGIC PLAN OR DISTRICT/BOARD GOALS?**

Since July 1<sup>st</sup> of the 2015-2016 school year, the Office of Registration at Glassboro Public Schools Central Administration building has processed 347 new student registrations. The current registration procedure has been in use for upwards of 10 years and is no longer efficient based on the cost and personnel hours utilized to accommodate the student population trend in the district. The goal will be completed in a three step process. Step one will be initiating the partnership with PowerSchool to utilize their recommended registration process. Step two will be the set-up and implementation process of online registration. Step three will consist of training the staff members assigned to utilize the system and opening usage to staff members and parents/guardians. The goal will be considered met upon reaching a 24 hour turn around on registration appointments.

**EVIDENCE OF COMPLETION: HOW WILL THE GOAL BE MEASURED: (BASELINE DATA AND GOAL ATTAINMENT DATA, DOCUMENTATION)?**

The goal will be measured by compiling an enrollment timeline whereas we will compare registration packet completion dates with appointment dates from a specific date range. Evidence of completion will show a 24 hour turnaround time for the average appointment wait times.

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	AVERAGE/TOT ALS
Average # of Student Registrations	194	61	20	22	13	28	39	20	14	5	1	417
Average Appointment Wait Times in Days	5	5	3	5	3	2	4	2	2	2	0	33
*Average Cost to Register Per Student using Current Registration	\$6,879.24	\$2,163.06	\$709.20	\$780.12	\$460.98	\$992.88	\$1,382.94	\$709.20	\$496.44	\$177.30	\$35.46	\$14,786.82
**Anticipated Registration Cost Per Student Using Online Registration	\$1,732.42	\$544.73	\$178.60	\$196.46	\$116.09	\$250.04	\$348.27	\$178.60	\$125.02	\$44.65	\$8.93	\$3,723.81

\*Cost is calculated using the following figures: \$0.11 per page to print packets; and using the average hourly rate of BOE employees multiplied by the estimated minutes utilized to process registrations.

\*\*Cost is calculated by removing the cost per registration packet; and adjusting the estimated minutes utilized to process registrations as the data entry & general office work is reduced.

**INDIVIDUAL(S) RESPONSIBLE FOR GOAL COMPLETION:**

Dr. Mark Silverstein  
Glassboro Public Schools Office of Registration.

**QUALITATIVE GOAL #2 (CONTINUED)**

**TIMELINE TO COMPLETE THE GOAL FOR THE 2015-2016 SCHOOL YEAR:**

Implementation completed by February 2016 with an approximate begin date of March 2016.

**\*ATTACH ANY DATA/REPORTS TO BE USED AS A BASIS OF MEASUREMENT**

**DATE SENT  
TO ECS**

11/17/15

**SIGNATURE AND DATE  
APPROVED BY ECS**

