

8. Provide for the programs to address the Cross-Content Workplace Readiness standards of the Core Curriculum Content Standards, including, at the secondary level, school-to-college transition programs, vocational instruction, structured learning experiences including work-based and volunteer programs, links to employers and post-secondary training programs, and career development services; and

9. Develop a plan for accountability, including a system of rewards and sanctions consistent with the requirements of WSR as set forth in N.J.A.C. 6:19A-3.1.

6:19A-1.5 Responsibilities of local district

(a) The board, administration, teaching staff and support staff of each district shall cooperate fully with the Department and its assigned SRI Team(s) in effectuating the directives of the Court, including, but not limited to, implementation of whole school reform, site-based decision making/budgeting, identification of reallocations necessary for the implementation of required or approved new programs and services, and effectuation of reallocations identified by SRI Teams pursuant to N.J.S.A. 18A:7F-6. The chief school administrator shall ensure that each school is led by an effective principal; where a principal is not effective, the chief school administrator shall recommend the principal's transfer or removal to the board.

(b) The board shall accord the programs and services required pursuant to this chapter the highest priority in development of the school budget and shall make such reallocations and dedicate such resources as are necessary to ensure their full implementation within the prescribed time frames. To the extent resources are insufficient after all possible reallocation at the school and district levels, the board shall apply for additional funding pursuant to N.J.A.C. 6:19A-4.3.

(c) The board shall seek from the Commissioner such authorizations, equivalency determinations or waivers as are necessary to permit it to implement required or approved programs in an efficient and effective manner, or to effectuate necessary reallocations.

(d) Prior to October 1, 1998, each secondary school and each elementary school implementing whole school reform pursuant to N.J.A.C. 6:19A-3 shall have access to a full-time technology coordinator who shall assist with the development and integration of educational technology consistent with the requirements of N.J.A.C. 6:19A-3.1. The coordinator shall, in addition to such other duties as he or she may be assigned, provide assistance to the SMT as needed. Any district may apply for a waiver of the requirement to appoint a full-time technology coordinator at each school based on a demonstration that a full-time coordinator is not necessary under the circumstances present at a particular building.

(e) Prior to October 1, 1998, there shall be appointed for each secondary school within the district a full-time dropout

prevention officer and a full-time staff member responsible for the coordination of health and social services and the referral of students to such services. These staff members shall, in addition to such other duties as they may be assigned, provide assistance to the SMT as needed.

(f) Prior to December 1, 1998, the chief school administrator shall submit to the Department a district-wide security plan appropriate to the district's circumstances and needs. At a minimum, such plan shall provide for development of a Code of Student Conduct and review of any existing student behavior policies to ensure maximum effectiveness; appointment of one security guard for each elementary school building and one for each 225 students at the secondary level; and acquisition and maintenance of such protective devices as may be necessary based upon the circumstances and needs of each building and the district overall. Any district may apply for a waiver of the required number of security guards based on a demonstration that the full number is not necessary to ensure safety under the circumstances present at a particular building.

(g) Prior to December 1, 1998, the chief school administrator shall develop and submit to the Department for approval, with a copy to the board, a plan providing for the establishment of an alternative middle and high school or other comparable program to meet the needs of students who are disaffected or disruptive or who have not been successful in traditional learning environments. Such plans shall include access to necessary support services, provide for coordination with the work of SMTs so as to identify and meet the needs of each school's students, and provide for full implementation of programs and services by the 2000-2001 school year.

(h) Prior to March 1, 1999, the chief school administrator shall establish a districtwide accountability system that includes both a system of rewards to recognize teachers, parents, and administrators who contribute to helping students attain the Core Curriculum Content standards, and a system of sanctions to be applied when an individual school fails to meet State standards.

(i) Prior to March 1, 1999, the chief school administrator shall develop and submit to the Department for approval, a plan to accommodate the transition to, and eventual full implementation of, school based management. Such plan shall specify changes in the structure and function of central administrative staff as will be necessitated by the decentralization of planning, budgeting and decision making in the district.

(j) Any early childhood program aid (ECPA) or demonstrably effective program aid (DEPA) awarded to a district, including ECPA funds placed in a reserve account, and neither expanded or encumbered, nor anticipated as revenue, in the original approved 1998-99 budget, shall be appropriated at the direction of the Commissioner. The board shall provide an explanation for all such balances, and

the Commissioner shall consider such explanation prior to directing appropriation of funds. The Commissioner shall further consider such balances during review of any application from the district for additional funds pursuant to N.J.A.C. 6:19A-4.3.

(k) The Commissioner shall deduct from the district's State aid, and the board shall budget for this purpose, an amount equal to two percent of the district's *Abbott v. Burke* Parity Remedy funding. Such deduction shall support expenses required to manage, control, supervise and implement the effective and efficient expenditure of State aid, including implementation of the educational reforms directed by the Court. Such expenses may include but shall not be limited to the cost of SRI Teams assigned to the district and such consultants, developers, investigators or experts as may be required for this purpose.

SUBCHAPTER 2. EARLY CHILDHOOD EDUCATION

6:19A-2.1 Full-day kindergarten

(a) The board shall offer a full-day kindergarten program to all five-year-old students beginning in the 1998-99 school year or advise the Commissioner of the reasons full implementation is not occurring in the 1998-99 school year.

(b) The board shall offer a full-day kindergarten program to all five-year-old students by the commencement of the 1999-2000 school year.

6:19A-2.2 Preschool programs

(a) The board shall offer a half-day preschool program to all three- and four-year-old students by the commencement of the 1999-2000 school year.

1. The board shall determine age eligibility for enrollment in preschool programs provided pursuant to this section using the same date it uses in determining age eligibility for kindergarten programs.

2. The board shall offer preschool programs, once implemented, for the duration of the school year.

(b) The board shall undertake a community planning process to enable the integrated and efficient provision of services to preschool students. As part of this planning process, the board shall contact every child care provider located within the district and licensed by the Department of Human Services (DHS), and other community providers of age-appropriate health and social services, to determine options for collaboration and coordination. The board shall cooperate with or utilize a DHS-licensed child care provider whenever practical to implement required preschool programs and shall not duplicate programs or services otherwise available in the community.

6:19A-2.3 Fiscal requirements and application for additional funds

(a) In the 1998-99 school year, any board planning to expand its preschool programs for three-year-olds must demonstrate prior full implementation of full-day kindergarten for five-year-olds and half-day preschool for four-year-olds.

(b) Early childhood expenditures may include the provision of transportation services pursuant to N.J.S.A. 18A:39-1.1 and facilities for preschool and kindergarten students enrolled in programs required pursuant to this subchapter. Early childhood expenditures also may include any early childhood transportation costs not already included in the 1998-99 district budget.

(c) Any board may apply, using a format prescribed by the Commissioner, for additional early childhood program aid to implement kindergarten or preschool programs.

1. Any board that applies for such additional aid for the 1998-99 school year shall demonstrate compliance with the provisions of N.J.A.C. 6:19A-1.5(j) and shall further demonstrate that proposed early childhood expenditures exceed early childhood program aid received pursuant to N.J.S.A. 18A:7F-16. Where early childhood program aid has been dedicated to other purposes, the board may apply for additional funds for those other purposes pursuant to the provisions of N.J.A.C. 6:19A-4.3(c).

2. If proposed early childhood expenditures include expenditures for facilities, the board shall demonstrate that it has reviewed alternatives for the provision of adequate space and estimates of their associated costs. The board shall further demonstrate its consideration of private and municipal community resources and options for leasing temporary facilities, and shall indicate the board's selected method for providing the necessary space. In the event that the chosen method is not the least costly, the board shall provide justification for elevating such method above each less costly option considered. Temporary facilities shall comply with the following minimum standards:

i. The gross classroom area shall be no less than 600 square feet;

ii. Toilet rooms shall be located in the classroom or visible from the classroom door; and

iii. The facility shall be free of violations of the Uniform Construction Code (N.J.A.C. 5:23-6) and of the rules governing substandard educational facilities (N.J.A.C. 6:22-6).

3. Any application for additional aid shall include:

i. A detailed budget of all existing and proposed kindergarten and preschool programs district-wide;

ii. An analysis demonstrating that no additional reallocations are possible within the district budget to fund the needed programs and facilities; and

iii. A specification of those expenditures that would need to be eliminated to make existing funds available for the programs and services to be supported by the requested additional aid.

4. The Commissioner may order the reallocation of funds within the district budget in accordance with the standards of N.J.A.C. 6:19A-4.3(c) to accommodate any request for additional aid.

6:19A-2.4 Operational plan

The board shall submit to the Department by November 2, 1998 an amended operational program plan. The plan shall provide for the full implementation by the commencement of the 1999-2000 school year of all early childhood programs required pursuant to this chapter, in addition to any other requirements specified in N.J.A.C. 6:19. Such plans must include provisions for reducing class sizes to a maximum of 15 preschool students, and 21 kindergarten students, per class staffed by one teacher and an aid.

SUBCHAPTER 3. WHOLE SCHOOL REFORM

6:19A-3.1 Adoption of whole school reform

(a) Each elementary school shall adopt a whole school reform (WSR) model by the 2000-2001 school year. The presumptive model shall be Success for All—Roots and Wings (SFA/R&W); however, permission to use other models may be granted by the Department where the choice of such model is justified. If any school shall fail to select a model by the commencement of the 2000-2001 school year, the Commissioner shall direct the school to implement a Department-approved WSR model.

(b) Each elementary or secondary school which has an agreement with a developer for adopting one of the Court-sanctioned models of WSR shall submit an application to the Department of Education to participate in the implementation of WSR for the 1998-99 school year. Application forms, including instructions and timelines, will be provided by the Department for this purpose.

1. Applications are to be completed by new and continuing schools implementing a WSR model. New schools must vote or reach consensus on selection of the model in accordance with the developer's requirements. All schools must have the agreement of the developer.

2. A separate application is required for each school.

(c) The principal of any elementary school not applying for participation in 1998-99 implementation of WSR pursuant to (b) above shall develop a plan for exploration of

whole school models and eventual adoption of one such model. The plan shall include a timeline leading to selection of a model and initial implementation of WSR by the 2000-2001 school year, and shall be submitted to the Department for approval, with a copy to the board, on or before December 1, 1998.

(d) Any secondary school not applying for participation in 1998-99 implementation of WSR pursuant to (b) shall include a plan for exploration of whole school models and eventual integration of one such model into the school's program as part of the SMT activity required pursuant to N.J.A.C. 6:19A-4.1.

(e) Each of the following elements shall be addressed in a WSR model adopted by a school in an Abbott district:

1. Improved Student Performance: The model must lead to improved student achievement focused on the Core Curriculum Content Standards, as measured by the State assessment program (ESPA, EWT, and HSPT).

2. Research Based Program: Each school must provide a research-based program of curriculum and instruction supported by, and integrated with, an appropriate array of research-proven supplemental strategies (for example, SFA/R&W).

3. School Based Leadership and Decision Making: The school must maintain its own planning and decision making structure, including establishment of an SMT pursuant to N.J.A.C. 6:19A-1.4, and must be led by a strong, effective principal. The principal must involve parents and faculty in setting annual student achievement targets. School staff and members of the community must be committed to working together in a comprehensive, concerted effort to ensure that each child achieves immediate success and maintains his or her self-confidence and enthusiasm for learning.

4. Integration and Alignment of School Functions: The school must take a comprehensive approach, rather than a piecemeal one, to assure effective school-level implementation pursuant to N.J.A.C. 6:19A-3.2. All school functions must collectively support student attainment of the core curriculum content standards. The school must have an effective and compatible program of curriculum and instruction, supported systematically by a well-planned school budget pursuant to N.J.A.C. 6:19A-3.3.

5. Educational Technology: Educational technology must be infused in all aspects of curriculum and instruction, throughout the entire WSR model, to support achievement of the Core Curriculum Content Standards pursuant to N.J.A.C. 6:19A-1.5(d). Educational technology includes acquisition and maintenance of necessary equipment and infrastructure, provision of appropriate professional development activities and designation of appropriate staff to implement plans and activities.

6. Professional Development: All staff of the school must be engaged in an organized, continuous program of staff training, focused on the acquisition of knowledge and skills directly related to the achievement of the Core Curriculum Content Standards and the implementation of the selected WSR model.

7. Safe School Environment/Conducive to Learning: The school climate must be safe and conducive to learning. There must be a code of conduct that clearly defines acceptable and unacceptable student behaviors and the consequences for them. The district must provide required security staff and other necessary protective devices as set forth in N.J.A.C. 6:19A-1.5(f).

8. Student and Family Services/Coordination of Resources: Each elementary school must maintain a Family Support Team or other comparable entity that encourages parent involvement in the school and in students' learning; trains parents for volunteer roles; intervenes to solve behavioral, nutritional, attendance and other problems; receives teacher referrals of students who are not making progress; and makes referrals to appropriate health and human service agencies. Each middle and secondary school must provide health and social services in accordance with N.J.A.C. 6:19A-1.5(g) and 4.1.

9. Accountability System: Each school must establish an accountability system, consistent with the district accountability system established pursuant to N.J.A.C. 6:19A-1.5(h), that includes both a system of rewards to recognize teachers, parents, and administrators who contribute to helping students attain the Core Curriculum Content standards, and a system of sanctions to be applied when an individual school fails to meet State standards.

(f) Additionally, the following requirements must be met:

1. The school principal and staff must make an informed choice to use the WSR model. Voting or consensus procedures required by the developer of the model must be followed;

2. The district administration and school staff must agree to fully implement the model within three years and maintain implementation of the model after the initial three years;

3. All requirements of the developer must be addressed. An agreement must be signed by the district, the school and the developer to implement the model in accordance with the developer's and the Department's requirements;

4. There must be a clear commitment by the district administration, school staff, parents and community to faithful replication of the model selected;

5. Extensive professional development must be implemented according to the requirements of the developer and the Department;

6. The district must allocate the necessary resources to implement the model, and the school must use the allocated resources for this purpose;

7. The school must integrate all local, State and Federal resources into the funding of one WSR implementation plan;

8. The schools must restructure all existing programs to focus on the WSR model being implemented; and

9. A plan must be in place to continue to reduce class size to 1:21 for grades one through three and 1:23 for grades four through six.

(g) A WSR plan adopted at the secondary level must incorporate all programs and services specified in N.J.A.C. 6:19A-4.1. Additionally, the plan must address reducing the dropout rate, increasing the graduation rate, improving attendance and reducing class size.

6:19A-3.2 Submission of implementation plan

(a) On or before November 2, 1998, the SMT of each school participating in WSR pursuant to N.J.A.C. 6:19A-3.1(b) and (e) shall develop and submit to the Department, with a copy to the board, an implementation plan which integrates all local, State and Federal resources and has been developed in accordance with the guidelines and requirements of the Department and the program developer. At a minimum, the plan must:

1. Be developed with the involvement of school staff, parents, community members and other stakeholders, in consultation with the developer and the Department;

2. Be consistent with the activity plan approved by the Department as part of the school's application for participation;

3. Include goals, measurable objectives, activities, timelines, budget data and an evaluation plan;

4. Include a timeline leading to full implementation of WSR by the 2000-2001 school year; and

5. Be approved by the chief school administrator, school principal and the SMT.

6:19A-3.3 School based budgets

(a) On or before December 1, 1998, the school shall submit for the Commissioner's approval a school based budget for the 1999-2000 school year for each school participating in implementation of WSR pursuant to N.J.A.C. 6:19A-3.1(b).

1. A zero-based budget shall be prepared by the SMT, with the assistance of the school business administrator, in a format prescribed by the Commissioner.

2. The SRI Team shall assist the SMT in the development of the budget.