

**RESOURCE MANUAL**  
**FOR INTERVENTION AND REFERRAL SERVICES**  
**(I&RS)**

**Lucille E. Davy**  
*Commissioner of Education*

**Barbara Gantwerk**  
*Assistant Commissioner*  
*Division of Student Services*

**Susan B. Martz**  
*Director*  
*Office of Educational Support Services*

***Manual Developed By:***

**Gary L. Vermeire**  
*Program Coordinator*  
*Safe and Drug-Free Schools Unit*

**NEW JERSEY DEPARTMENT OF EDUCATION**  
**P. O. BOX 500**  
**TRENTON, NEW JERSEY 08625-0500**  
**(609) 292-5935**

*Revised October 2002*  
*Reprinted September 2008*

---

Funds for the development of this guide were provided in full by a grant from the United States Department of Education, Safe and Drug-Free Schools Program, under Title IV, Part A: The Safe and Drug-Free Schools and Communities Act of the No Child Left Behind Act of 2001. PTM number: 1503.01.

---

**STATE BOARD OF EDUCATION**

- JOSEPHINE E. HERNANDEZ .....Union  
President
- ARCELIO APONTE .....Middlesex  
Vice President
- RONALD K. BUTCHER .....Gloucester
- KATHLEEN A. DIETZ.....Somerset
- DEBRA ECKERT-CASHA.....Morris
- EDITHE FULTON .....Ocean
- ERNEST P. LEPORE .....Hudson
- FLORENCE MCGINN .....Hunterdon
- KENNETH J. PARKER .....Camden
- DOROTHY STRICKLAND.....Essex

Lucille E. Davy, Commissioner  
Secretary, State Board of Education



# **TABLE OF CONTENTS**

<b><u>SECTION</u></b>	<b><u>PAGE</u></b>
<b>INTRODUCTION</b>	<b>1</b>
▪ Overview	1
▪ Administrative Code	2
▪ Whole-school Reform	7
<b>PURPOSE OF I&amp;RS RESOURCE MANUAL</b>	<b>9</b>
▪ Resource Manual	9
▪ Additional I&RS Materials	11
<b>THE COLLABORATIVE TEAM APPROACH</b>	<b>13</b>
▪ Rationale for Collaborative Teams	13
▪ Ancillary Student Support Service	14
▪ Benefits of Building-based I&RS Teams	14
<b>BEST PRACTICE EXAMPLES OF TEAM COLLABORATION IN SUPPORT OF I&amp;RS</b>	<b>17</b>
▪ Examples of Best Practices from Other States	17
▪ Research Results of New Jersey's School Resource Committee Pilot Program	20
<b>SCOPE OF SERVICES FOR BUILDING-BASED I&amp;RS TEAMS</b>	<b>23</b>
▪ Program Focus	23
▪ A General Education Program	24
▪ Modes of Operation	25
▪ Life Skills Deficiency Model	26
▪ The Student At Risk for School Failure	33
▪ School Violence	36
▪ Substance Abuse	42
▪ Depression and Suicide	59
▪ Health Issues and Student Performance	63
▪ Teen Sexuality	68
▪ Sexual Harassment	71
▪ Child Abuse and Neglect	72
▪ Children from Healthy and Vulnerable Families	73
▪ The Resilient Child	84
▪ Summary	92

<b>STRUCTURE AND FUNCTIONS OF BUILDING-BASED I&amp;RS TEAMS</b>	<b>93</b>
▪ Team Composition	93
▪ Team Member Characteristics	96
▪ Team Member Roles and Responsibilities	99
▪ Support for I&RS Team Operations	103
▪ Collaborative Decision Making	106
▪ Relationship of I&RS Team to Other Building-based Teams	107
- Choosing an Appropriate Model for I&RS Functions	111
 <b>PLANNING AND ORGANIZING BUILDING-BASED I&amp;RS TEAMS</b>	 <b>115</b>
▪ Ongoing Planning for I&RS Team Success	115
▪ Program Planning Elements	117
▪ Quality of Implementation	128
 <b>THE I&amp;RS TEAM PROCESS</b>	 <b>131</b>
▪ A Proactive Process	131
▪ Phases of the I&RS Team Process	133
- Problem Solving Guidelines	144 -147
▪ Team Meeting Agendas	151
 <b>INNOVATIVE STRATEGIES</b>	 <b>153</b>
▪ I&RS Team as a Creative Resource	153
▪ Applied Research and Best Practices	156
- Multiple Intelligences	156
- Four Stages of Learning	163
- Managing the Conditions of Learning	166
- Cognitive/Learning Styles	167
- Cooperative Team Learning	178 & 196
- Behavior Management and Student Discipline	180
- Ineffective Disciplinary Practices	182
- Remediating Classroom Discipline Problems	183
- Moral and Ethical Reasoning	189
- Curriculum-based Assessment	189
- Life Skills	194
- School Climate	196
- Cross-age Partnerships	197
- Adult Volunteers/Mentors	198
- In-school Suspension	199
- Alternative Education	201
- Special Needs Students	206
- Professional Development, Coaching and Collegiality	211

<b>COORDINATION OF HOME, COMMUNITY AND SCHOOL RESOURCES</b>	<b>217</b>
▪ Working with Parents	217
▪ Working with Community Resources	225
▪ Supportive Organizations/Resources	225
- Mental Health Services	226
- Drug/Alcohol Services	228
- Public Health Services	228
- Juvenile Justice	230
- Family Support Services	232
▪ The School's Role in the Treatment/Recovery Process	234
▪ The Healing Process	239
▪ Working with School Resources	242
<b>CHARACTERISTICS OF EFFECTIVE BUILDING-BASED I&amp;RS TEAMS</b>	<b>245</b>
▪ Focus on Short- and Long-term Goals	245
▪ Enabling Behavior	245
▪ General Characteristics of Effective Teams	246
<b>TEAM WELLNESS/MAINTENANCE</b>	<b>249</b>
▪ The Team Concept	249
- Team Definition and Elements of Teams	249
- Why Groups Fail	250
▪ Group Development	253
- Functions of Group Development Theories	253
- Models of Group Development	254
- Team Member Task and Maintenance Roles	261
▪ Effective Discussion Skills	263
▪ Communication Skills	264
- Johari Window	264
- Three Problems in Human Relationships and Related Skills	267
▪ Situational Leadership	279
▪ Stress Management	283
▪ Personality/Learning Styles	285
<b>SCHOOL-WIDE PLANNING</b>	<b>291</b>
▪ Review, Assessment and Improvement of the I&RS Program	291
- Review of Team Progress and Effectiveness	291
- School-wide Recommendations	292
- Program Evaluation	294

<b>APPENDIX A: REGULATIONS FOR INTERVENTION AND REFERRAL SERVICES (N.J.A.C. 6A:16-7)</b>	303
<b>APPENDIX B: QUESTIONS AND ANSWERS ON I&amp;RS REGULATIONS</b>	305
<b>APPENDIX C: RELATED STATUTES AND REGULATIONS</b>	307
<b>APPENDIX D: SAMPLE I&amp;RS FLOW CHARTS</b>	313
<b>APPENDIX E: SAMPLE I&amp;RS FORMS</b>	315
<b>APPENDIX F: TECHNICAL RESOURCES AND SERVICES</b>	366
<b>APPENDIX G: RESOURCE MATERIALS</b>	384
<b>APPENDIX H: BIBLIOGRAPHY</b>	416

