

NORMAN E. DAY SCHOOL
75 East Prescott Street
Westford, MA 01886
Phone#: (978) 692-5591
Fax#: 978-692-8476
Website- <http://day.westfordk12.us>



2009-2010 SCHOOL IMPROVEMENT PLAN

SCHOOL ADVISORY COUNCIL

2008-2009 MEMBERS

Barbara Cope- Teacher
Amanda Daigle- Teacher
Amanda Hall- Teacher/SAC Secretary
David Hill- Parent
Nancy McGinty- Parent
Sridhar Pola- Parent
Kevin Regan- Principal/Co-Chair
Elaine Scaramuzzo- Parent

2009-2010 MEMBERS

Barbara Cope- Teacher
Amanda Daigle- Teacher/SAC Secretary
Lori Ditto- Parent/Co-Chair
Amanda Hall- Teacher
David Hill- Parent
Nancy McGinty- Parent
Kevin Regan- Principal/Co-Chair
Elaine Scaramuzzo- Parent
Susan Yetten- Community Member

SIGNATURES

STUDENT VISION STATEMENT

When expressing themselves, people will communicate with respect, show responsibility, and participate safely. Students and staff create and share common goals, like making our school the best it can be. All members of the Day School can have a great time at school by working as a team to make it a better place.

VISION STATEMENT

Norman E. Day School is a gateway to an expanding world of growth and knowledge. All teachers and families actively work together as full partners to provide the best quality educational program for each child. Together we will meet the needs of the whole child and provide for the future success of our community.

MISSION STATEMENT

All members of our school community work to promote high student achievement through learning opportunities aligned with the curriculum frameworks and the Code of Conduct. Our desired outcome is the development of the whole child, which includes academic progress, social skills, physical wellness, and emotional maturity. Our school encourages community support and participation, shared decision-making, and opportunities for educational growth of all students, staff, and parents.

CORE VALUES

Give Respect

Be Responsible

Communicate Well

Participate Fully

Massachusetts Education Reform Act (MERA)
School Improvement Goals
Norman E. Day School Report
2008-2009 In Review

1. The climate's conducive to high expectations and performance.

- A- Spring 2009 MCAS results- % students in Performance levels Advanced/Proficient Plus and Proficient combined:
Gr. 3 Reading- 77%, Gr. 3 Math- 84%; Gr. 4 ELA- 76%, Gr. 4 Math- 78%, Gr. 5 Reading- 85%, Gr. 5 Math- 86%, Gr. 5
Science/Engineering Technology- 86%
- B- STREAMS (Strategic Teaching in Reading, Enrichment & Mathematical Studies) Program (Summer 2009) offered to
students completing grades K-5; attended by 23 Day School students, hosted at Day School for 86 students in 8 classes
- C- 08-09 Title One Math Coach provided students in three grades support during instructional day; before school
assistance in Fun Understanding Numbers (F.U.N.) Program for students in two grade levels.
- D- 08-09 Math Clubs performance- three Math Clubs (one per grade level) participated in Academic Leagues (Math
component) national competition- Grade Four and Five Teams were national champions (Grade Five Team national
champions three consecutive years)
- E- Student recognition at school-wide Awards Day- student attendance, Most Worthy student recognition in each
grade, Jeannine Haberman Building Community Award, and excellence in specialists areas
- F- Grade Five Completion Ceremony- students recognized for Presidential Academic Fitness- achievement &
extraordinary effort; & Principal Awards
- G- Monthly Cobra Council (school-wide assemblies) STARS certificates presented to nominated students
- H- Piloted "History Alive" social studies textbook in one grade five class
- I- Special Education subgroup met Adequate Yearly Progress (A.Y.P.) in English/Language Arts

2. An assessment of student/teacher ratios.

- A- 2009-2010 enrollments as of 10/1/09- Gr. Two @ Miller: 135/7=19.3; Gr. Three: 143/7=20.4; Gr. Four: 147/7=21;
Gr. Five: 125/6=20.8
- B- Building Utilization
- Rm. #204 used for Living Lab- school system resource; Rm. #101- Living Lab annex
 - Three Math Resource Facilitators and ESL Tutor share Rm. #114
 - Two Special Education Teachers, plus two Speech & Language Pathologists share Rm. #202
 - Special Education teacher and Occupational Therapist share Rm. #201 (Learning Center)
 - Strings and Instrumental Program share Stage and Rm. # 100
 - Language-based Classroom (new program)- Room #203- acoustical retrofitting
 - Title One Reading Coach shares space with three Reading Resource Facilitators- Rm. #213B

3. Professional development plan to meet the school's goals.

- A. Continued site-based Professional Development Committee
- B. Trained thirty two staff members in Responsive Classroom overview, purchased Morning Meeting resources
- C. All staff participated in state-mandated restraint training
- D. English/Language Arts Coordinator Margie Berenson provided professional development on student responses to
open response questions and DRA (Developmental Reading Assessment) II

4. Enhancement of parental involvement.

A- Fall 2008- Spruce-Up Day- opportunities for volunteers to enhance school landscape

B- Parents volunteered in: Library / Media Center (fixed classes), School Advisory Council, classrooms, field trip chaperones, site-based P.T.O. Coordinators, Field Day, Living Lab, Grade Five Play, Grades 3 & 4 Family Math & Science Nights, Math Clubs, Gr. Three Orientation Program, Grade Five Environmental Camp, Screening Committees to hire long-term substitutes and full-time teachers, Spruce-Up Days, Living Lab Gala, Classroom holiday celebrations, School Store, Field Day Planning Team, Memorial Fund Committee, and Grade Three Orientation Planning Team

C- Parents coordinated production of Yearbook, grade level Movie Nights, Family Math & Science Nights, Meet & Greet Bunco Nights

D- All families subscribed to weekly e-mail directory or sent home hard copy of newsletter (NED Connection)

E- Offered PINS (Parent Information Night Session) workshops for Abbot, Crisafulli, and Day School parents

5. Health, safety, and discipline.

A- Conducted lockdown simulation

B- Monthly meetings of Crisis Management Team to examine site procedures

C- Rotated window screens to classrooms with student and /or staff, volunteer bee allergy

D- Finalized Food Distribution Guidelines

E- Implemented Secure School procedures for after-school program (Westford Partnership for Children)

F- Piloted W.O.W. (Walking Outdoors for Wellness) Program

6. Welcoming school environment characterized by tolerance and respect.

A- Participated in Hunger / Homeless Food Drive for Westford Food Pantry

B- Continued use of Student Report Forms (victims, witnesses and advocates) to communicate concerns

C- Student participation at monthly Cobra Council assemblies- demonstrations, individual, small group, and whole class performances, winning entries to Writing Contests, etc.

D- Westford Academy students provided anti-bullying workshops to grade four students

E- Optional MCAS Breakfast with cost replaced with free breakfast item for all students

F- Communicated vegetarian menu in NED Connection.

7. Extracurricular activities and academic support.

A- Implemented Student Writing Initiative Needs Growth (S..W.I.N.G.) program for Gr. Four & Five students

B- Offered grade level Math Clubs after-school

C- Student Senate conducted after school

D- Grade Five Chorus offered before school for students

E- Grade Five Play "Alice in Wonderland, Jr." included all interested grade five students

F- Book Club offered to Grade Four and Five students

G- After-school Ski Club offered- 88 student participants

H- Morning Math- offered by Math Resource Facilitators to children in grades Four & Five

8. Means for meeting diverse learning needs.

A- Teacher Assistance Team (pre-referral process) for staff & parents to discuss student academic, social and emotional progress

B- Expanded RTI (Response To Intervention) model- supported students in Math and reading

C- Implemented Language-based Classroom for children with communication disorder

9. Any further subjects the principal, in consultation with the school council, shall consider appropriate.

Massachusetts Education Reform Act School Improvement Goal: <i>Professional Development Plan to Meet the School's Goals</i>		
Westford Public Schools Vision and Core Values: <i>Recognizing that the schools support the growth and development of teachers, staff, and parents</i>		
School Improvement Plan Goal 1: <i>To develop professional development opportunities</i>		
Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
A) Train Principal Aides B) Responsive Classroom Level- I training C) Research workshops on “The Explosive Child” & “Non-Verbal Learning Disabilities” D) Sheltered English Immersion E) Devise professional development schedule for 2009-2010 school year F) Implement UbD (Understanding by Design) G) Train staff in reading comprehension strategies for students	A) Schedule training sessions B) \$700/person for Level I training; \$350/five days of substitute teacher C) Examine cost of workshop presenters D) Identify cost of training E) Site-based Professional Team convene F) Consultant cost G) Time for staff training	A) FY 2010 B) FY 2010- to 2015 C) FY 2010 and FY 2011 D) FY 2011 to FY 2015 E) FY 2010 F) FY 2010 G) FY 2010 and 2011
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
A) All Principal Aides trained in CPR, epi-pen use, etc. B) Seven Gr. Three teachers trained in Responsive Classroom Level I C) Staff utilize strategies learned in work with students D) Additional 20% of teachers trained per year E) 2009-2010 school-based professional development schedule finalized F) Teachers plan lessons using Understanding by Design concepts G) Students activate strategies to enhance reading comprehension	A) Red Cross provide training B) Examine benefits of serving as training site C) Schedule workshops in place of Faculty or Curriculum Meeting D) Identify training opportunities E) Identify dates for site-based Professional Development Team to meet F) August, October, and January trainings G) Identify trainer	A) Principal, Nurse B) Principal, Assistant Principal C) Principal, Guidance Counselor D) Principal, Assistant Principal E) Site-based Professional Development Team members F) Intermediate level Principals G) Principal, K-5 ELA Coordinator

Massachusetts Education Reform Act School Improvement Goal:
Health, Safety, and Discipline

Westford Public Schools Vision and Core Values:
Connecting and integrating curriculum
Being committed to physical safety and health
Recognizing the importance of psychological and emotional health and well-being

School Improvement Plan Goal 2:
To promote student Health and Wellness concepts

Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
A) Increase frequency of Wellness instruction B) Continue W.O.W. (Walking Outdoors for Wellness) Program C) Communicate Food Distribution Protocol D) Review materials used for Wellness instruction- updated, age appropriate E) Examine indoor recess activities F) Expand playground with obstacle course	A) Offered every third week as part of Enrichment block B) Recruit parent volunteers C) Input from School Advisory Council D) Determine cost of new materials E) Donations to classroom F) Grants, donations, PTO Excess Funds	A) FY 2010 B) FY 2010 C) FY 2010 D) FY 2010 and FY 2011 E) FY 2010 F) FY 2010 and FY 2011
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
A) All students participate in additional Wellness classes B) Students offered optional, structured cardio-vascular activity when outdoors for lunch/recess C) All staff, volunteers, Classroom Party Volunteers make food choices adhering to protocol D) Adjustments made to existing materials E) Students aware of activity choices F) Additional outdoor equipment available for student use	A) Integrate wellness concepts into physical education B) Consider fall and spring in FY 2011 C) Distributed to staff D) Input from Wellness and classroom teachers E) Create grade appropriate activities F) Research cost effective play elements	A) Principal, Schedule Development Team B) School Nurse, parent volunteers C) Principal, School Nurse D) Principal and Fine Arts Coordinator E) Teachers, Assistant Principal, Student Senate F) Principal, Physical Education/Wellness instructor

Massachusetts Education Reform Act School Improvement Goal: <i>Enhancement of parental involvement</i>		
Westford Public Schools Vision and Core Values: <i>Pursuing Excellence in a Learning Community- promoting collaborative initiatives, relationships, and interactions between students, staff, parents, and community</i>		
School Improvement Plan Goal 3: <i>To enhance home/school communication</i>		
Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
<ul style="list-style-type: none"> A) Plan and offer PINS (Parent Information Night Session) B) Develop school-based fundraising guidelines C) Provide school notices on school webpage D) Teachers communicate homework electronically E) Pilot new procedure at Curriculum Night for parents to meet school administrators F) Place names of tutors on school website 	<ul style="list-style-type: none"> A) PTO funds used to compensate presenters and refreshments B) Seek staff input to develop guidelines C) Expand use of school webpage D) Training and support from Information Technology Specialist E) Allocate time at Curriculum Night F) Create link on webpage 	<ul style="list-style-type: none"> A) FY 2010 B) FY 2010 and FY 2011 C) FY 2010 and ongoing D) FY 2010 E) FY 2010 F) FY 2010
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
<ul style="list-style-type: none"> A) Parent attendees satisfied with quality and choice of workshops B) Guidelines used to make decisions on fundraisers to support C) Parents utilize school webpage for school notices, fewer notices hand carried home by students D) All grade level teachers post homework online E) Parents have opportunity to initiate questions to school administrators F) Redirect family inquiries for tutors to website 	<ul style="list-style-type: none"> A) Fall/Winter 2009 B) Input from PTO and School Advisory Council C) Retrain parents on how to access notices D) Time allocated at 10/09 Curriculum Meeting E) Consider similar model for 2010 Curriculum Night F) Ongoing revision to tutor directory 	<ul style="list-style-type: none"> A) Intermediate Principals B) Principal C) Principal, Information Technology Specialist, Secretaries D) Teachers E) Principal and Assistant Principal F) School administration and Information Technology Specialist

Massachusetts Education Reform Act School Improvement Goal:

Means for meeting diverse learning needs

Westford Public Schools Vision and Core Values:

Core Value: Supporting Creativity and Innovation- encouraging self-motivation, life-long learning, and curiosity

School Improvement Plan Goal 4:

To promote students academic progress and high achievement

Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
<p>A) Class size of 22/1 or lower B) Improve student performance responding to open-ended questions C) Improve Math achievement of students with defined disability D) Review procedures to communicate student data to subsequent teacher E) Utilize "History Alive" textbook in Grade Five F) Transition Title One Program from Math to Reading G) Create school-wide leveled library H) Hire Literacy Specialist</p>	<p>A) School budget B) Analyze grade level and class MCAS results C) Math extended day support and Math Response To Intervention- Level III D) Staff input E) Cost of textbooks F) Title One Grant G) Cost of additional books H) Salary- \$50,000</p>	<p>A) FY 2010 B) FY 2010 and FY 2011 C) FY 2010 & FY 2011 D) FY 2010 & FY 2011 E) FY 2010 F) FY 2010 G) FY 2010 to FY 2012 H) FY 2010</p>
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
<p>A) Day class sizes don't exceed 22/1 B) Grade level averages 3% higher or more from points in all open-ended questions comparing 2009 to 2010 MCAS test results in Math per grade level C) Special education subgroup meets A.Y.P. (Adequate Yearly Progress) in 2010 and 2011 Math MCAS test D) System finalized to gather, communicate data E) All Grade Five students use social studies textbook F) Targeted students receive reading support G) Reading materials matched to student ability H) Student writing achievement in long composition and open-ended questions improves 3% annually</p>	<p>A) Monitor new enrollments B) Teacher input for action plan C) Emphasis on Response To Intervention- Level III sessions D) Discussion with Miller E) Staff training F) Hire Title One Reading Coach, establish caseload and schedule G) Create three year transition plan H) Literacy Specialist emphasis on writing, direct services to students, and model lessons for teachers</p>	<p>A) Principal B) Principal, K-5 Math Curriculum Coordinator C) Principal, Teachers, Special Education staff, Math Resource Facilitators D) Principal E) Social Studies teachers F) Principal, K-5 Language Arts Coordinator G) Principal, Teachers, K-5 Language Arts Coordinator H) 3-5 Principals, Asst. Supt.</p>

Massachusetts Education Reform Act School Improvement Goal:
Extracurricular activities and academic support

Westford Public Schools Vision and Core Values:
Promoting Individual Growth and Development- Nurturing students self-confidence, intellectual growth and social interactions

School Improvement Plan Goal 5:
To offer and promote extended day co-curricular activities

Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
A) Organize Chess Club B) Offer Book Club C) Examine offering of: Science Club, National Geography Bee, Photography, foreign language, art, poetry, Scrabble, Geography Olympiad, etc. D) Consider implementation of Spelling Bee	A) Coordinator and volunteers B) Teacher Club Advisers C) Create parent survey- volunteers and/or compensate activity facilitators D) Cost of materials	A) FY 2009 and 2010 B) FY 2009, FY 2010 C) FY 2010 D) FY 2010
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
A) Students in three grades participate in Chess Club B) Grades Four & Five children attend Book Club C) Results from parent survey utilized to identify additional extended opportunities for students D) Spelling Bees available for students during and/or extended school day	A) Fall/Winter session and Winter/Spring sessions offered B) Teachers offer opportunity to students C) Utilize electronic survey D) Discuss grade level(s) to implement	A) Principal, Program Coordinator/Volunteer Ron Cahill B) Club Advisers Brenda Tobin & Barbara Cope C) Principal D) Principal, Teachers

Massachusetts Education Reform Act School Improvement Goal:

Means for meeting diverse learning needs

Westford Public Schools Vision and Core Values:

Pursuing Excellence in a Learning Community- promoting collaborative initiatives, relationships, and interactions between students, staff, parents, and community

School Improvement Plan Goal 6:

To support successful transition of students to, within, and from the Day School

Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
<p>A) Adjust "Building School Community" to Enrichment block schedule</p> <p>B) Survey Grade Three families to identify best transition supports</p> <p>C) Examine use of Miller Grade Two and Day Grade Three/Four Buddy Program</p> <p>D) Continuation of Buddy Program from Spring 2010 to Fall 2010</p>	<p>A) Use established schedule</p> <p>B) Develop surveys for parents, students, and staff to complete</p> <p>C) Discuss activities with Miller Principal, Miller and Day staff, and parents</p> <p>D) Design activities for student interaction</p>	<p>A) FY 2010</p> <p>B) FY 2010</p> <p>C) FY 2010</p> <p>D) FY 2010 and FY 2011</p>
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
<p>A) Each grade level class receives Guidance support minimum every third week</p> <p>B) Utilize survey results to plan future transition activities</p> <p>C) Buddy Program reflects social, emotional, and academic needs of students</p> <p>D) Miller Grade Two students supported by Day School Buddy before and after entry to Day School</p>	<p>A) Lessons in conflict resolution, Steps To Respect, problem-solving, etc.</p> <p>B) Schedule transition activities</p> <p>C) Consider advantages and drawbacks of past and possible practices, School Council discussion</p> <p>D) Discuss revising two sets of Buddies to one Day School student Buddy</p>	<p>A) Guidance Counselor</p> <p>B) Principal, Information Technology Specialist</p> <p>C) Miller and Day administration, Miller Grade Two and Day Grades Three and Four teachers</p> <p>D) Miller and Day administration</p>

Massachusetts Education Reform Act School Improvement Goal: <i>Any further subjects the principal, in consultation with the school council, shall consider appropriate</i>		
Westford Public Schools Vision and Core Values: <i>Providing appropriate facilities and technology for teaching, learning, and working</i>		
School Improvement Plan Goal 7: <i>To maintain a responsible, safe, healthy, and attractive school environment for student readiness to learn</i>		
Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
<ul style="list-style-type: none"> A) Issues of diversity used to educate students B) Continue Spruce-Up Days C) Replace chalkboards with whiteboards D) Morning Meeting conducted during week E) Replace intercom system with telephones in classrooms F) Install air conditioning in Nurse's Office, Guidance area, and Office G) Develop plan for interior building enhancements- windows, paint, displays, etc. 	<ul style="list-style-type: none"> A) Exploring Diversity Strategic Planning Team work continues B) Recruit volunteers, materials C) Capital budget- \$30,000. D) Schedule Development Team E) Capital budget- \$20,000. F) Capital budget- \$17,000. G) Capital budget- windows- \$75,000. 	<ul style="list-style-type: none"> A) FY 2009 and FY 2010 B) FY 2008, FY 2009, FY 2010 C) FY 2010 D) FY 2010 and ongoing E) FY 2010 F) FY 2011 G) FY 2010 and ongoing
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
<ul style="list-style-type: none"> A) Identify diverse situations as learning opportunities B) Landscape weeded, planted, and mulched C) Students able to read information placed on whiteboard versus porous chalkboard D) Classroom members learn and interact respectfully E) Parent/teacher communication enhanced, clarity of communication between classroom & Office improved F) Areas climate controlled G) Windows with screens improves ventilation, eliminate bees, wasps from entering open window, energy conservation; school attractiveness 	<ul style="list-style-type: none"> A) Past, future visits to exemplary school programs; review, expand strategic plan B) Fall 2009- general landscape; Spring 2010- courtyard C) Mount whiteboards over existing chalkboards D) Aim for three times per week E) Currently five phones available to staff F) Students and staff benefit G) School Council provides input 	<ul style="list-style-type: none"> A) Teachers, Exploring Diversity Strategic Planning Team B) Principal, volunteers C) Principal, Head Custodian, Maintenance Department D) Grade level Teachers E) Principal F) Contractor to install G) Principal

Massachusetts Education Reform Act School Improvement Goal:

The climate's conducive to high expectations and performance – Means for meeting diverse learning needs

Westford Public Schools Vision and Core Values:

*Promoting individual growth and development
Supporting creativity and innovation
Fostering connections with local and global communities*

School Improvement Plan Goal 8:

To promote student learning opportunities through use of educational technology

Action(s) for Accomplishing Goal	Funding or Resources Needed	Fiscal Year
<p>A) Teachers continue use of TIPS (Technology Integration Plans) B) Integrate fixed technology classes into Enrichment Block C) Purchase cart of laptops D) Purchase Elmo (projection unit) E) Identify software needed on classroom computers F) Examine goals of Library/Media Center- i.e. enhance student access, increase number of print materials, etc.</p>	<p>A) Time for teachers to complete Technology Integration Plans form B) Planning of lessons C) Capital budget- \$20,000. D) \$1,500 per unit E) Discussion between teachers and Information Technology Specialist F) Funding for additional print resources</p>	<p>A) FY 2009 and FY 2010 B) FY 2010 C) FY 2011 and FY 2012 D) FY 2011 to FY 2013 E) FY 2011 F) FY 2011</p>
Indicators of Accomplishment Qualitative and Quantitative Data	Additional Information	Person(s) Responsible
<p>A) Students experience link between curriculum, technology tools, and own skill development B) Students utilize technology more frequently than FY 09 C) Student use of internet within classroom D) Each grade level shares one unit E) Teachers and students daily accessibility to software F) Expansion of off-level materials in Library Media Center</p>	<p>A) Fixed and flex time used B) Substitute needed if Information Technology Specialist absent C) Expand beyond one cart D) Visual learners benefit E) Resources used efficiently F) Create strategic plan</p>	<p>A) Teachers, Information Technology Specialist B) Information Technology Specialist C) Principal D) Principal E) Information Technology Specialist, Teachers F) Library Media Specialist</p>