

Florence Sawyer School  
School Improvement Plan, 2008-2011

*December 2008*

**GOAL\_1:** To foster and sustain educational services and programs that support, enrich, and extend our curriculum for all students.

**OBJECTIVE\_1:** Develop curriculum linked to measurable learner outcomes, taking into account the Mass. State Frameworks, district and Florence Sawyer School curricula.

<b>Activities</b>	<b>Responsibility</b>	<b>Time Line</b>	<b>Measurement</b>	<b>Impact of Budget</b>
1. Stay current with curriculum.	Administration, Teachers, Professional Development Committees.	2008-11	Curriculum documents will be up-to-date and available to parents.	Unit Design work during professional development. Professional development will include site work and professional development conferences focused on curriculum, instruction, and assessment.
2. Provide Opportunities for appropriate professional development activities that support the school goals and objectives.	Administration	2008-11	A log of professional development participation will reflect 95% of staff actively involved in PD activities that support school goals.	Site based and district professional development.
3. Support individual teacher professional development especially those related to the standards, goals, and objectives of the District and school.	Teachers, Administration	2008-11	A log of professional development participation will result in implementation of these goals.	Reimbursement and support of teacher PD work and other PD workshops and conferences.
4. Staff will represent FSS on district professional development committees.	Teachers, Administration, Instructional Assistants	2008-11	50% of FSS staff will be involved with PD committees.	FSS site based, NRSD budgets, and calendar will reflect support for committee work.
5. Staff will be involved in any curriculum adoption through District adoption cycles.	Teachers, Administration, Instructional Assistants	2008-11	Meeting logs will reflect representation on curriculum committees.	Allocation of adoption money in the District budget.
6. Curriculum will reflect state, district, and school standards.	Teachers and Administrators	2008-11	Pacing guides and unit designs will include clear standards and assessments linked to these.	Standards-based curriculum teaching materials for staff and student texts, supplies, and resources will be available to support instruction in all classrooms.

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**GOAL\_1\_:** To foster and sustain educational services and programs that support, enrich, and extend our curriculum for all students.

**OBJECTIVE\_2\_:** Implement Instructional Strategies that support curriculum and the learning needs of all students.

<b>Activities</b>	<b>Responsibility</b>	<b>Time Line</b>	<b>Measurement</b>	<b>Impact of Budget</b>
1. Utilize instructional strategies that accommodate a wide range of learning styles to meet the needs of all learners.	Teachers and Administration Instructional Assistants	2008-11	Instruction in Professional Development Units will address a wide range of learning styles. 3-4 different learning styles will be addressed in 80% of the Units.	Ongoing professional development support.
2. Understand how each child learns best, using that knowledge to allow them to demonstrate understanding.	Teachers	2008-11	Units will address a wide range of learning styles through formative assessments. 3-4 different learning styles will be addressed in 80% of the Units. Student portfolios will include a variety of assessment tools that reflect a range of learning styles.	Ongoing professional development support.
3. Differentiate instruction to meet the learning needs of all students. <ul style="list-style-type: none"> <li>• Provide support and professional development to staff.</li> <li>• Insure continued understanding of the differentiation process.</li> <li>• Increase the awareness of strategies to use with students with special learning needs and/ or disabilities.</li> </ul>	Administration, Teachers, Dept. of Teaching and Learning Instructional Assistants	2008-11	80% of teachers will demonstrate differentiated instruction and assessment through the evaluation process. Differentiation data will be added to existing baseline data.	Ongoing professional development support.
4. Support programming linked to standards.	Teachers, Instructional Assistants, Administrators	2008-11	Teachers will begin reporting student progress towards meeting standards. Baseline data on basing instruction on curriculum standards will be gathered with 50% increase each year of the plan.	Materials for staff and students will reflect standards based instruction. Ongoing professional development support for identifying and using standards.

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**GOAL \_1\_:** To foster and sustain educational services and programs that support, enrich, and extend our curriculum for all students.

**OBJECTIVE \_3\_:** Assessment will be the driving force in supporting student achievement and school performance.

<b>Activities</b>	<b>Responsibility</b>	<b>Time Line</b>	<b>Measurement</b>	<b>Impact of Budget</b>
1. Identify and utilize a system of multiple assessments that provide feedback on... <ul style="list-style-type: none"> <li>• student performance;</li> <li>• school performance.</li> </ul>	Administrators, Teachers Instructional Assistant	2008-11	Multiple assessments will be identified and used by teachers with 100% of staff reporting student progress based on a standards-based assessment system adopted by 2010-11.	Site-based Professional development support and time. Teacher training on standards based assessment and reporting.
2. Multiple assessment strategies, including those in student portfolios, will be utilized to demonstrate the standards of student performance and diverse learning styles.	Teachers Instructional Assistant	2008-11	Multiple, varied assessments will be implemented by all teaching staff as part of the school assessment system.	Portfolio assessment will be part of the site-based budget. Technology tools will be used to improve
3. Develop a model for reporting student progress using standards in all curriculum areas, PK-8.	Administration and Teachers	2008-11	Standards based reporting documents will be implemented by 2010-11.	Committee work, professional development to support work on standards-based reporting, printing as needed, software as needed.
4. Emphasis will be placed on writing across the curriculum through programs designed to develop strong writing skills.	Administration, Teachers, Dept. of Teaching and Learning, Special Education	2008-11	Multiple forms of assessment data will demonstrate a 10% improvement each year following the baseline assessments in 2008-09.	Implementation of the data gathering system to assess the ongoing progress.
5. Parental Access to Power Grade information will lead to new ways of electronically sharing assessment data.	Administration, Teachers, Parents	2008-11	Power Grade Parent Access use increases by families for whom the program is available (currently grades 6-8) from current 70% to 95% by 2010-11.	Parent involvement activities. Ongoing communication of value of program is promoted.
6. Standards will be specifically identified on which students are to be assessed.	Teachers, Administrators	2008-11	Standards-based reporting will be implemented by 100% of staff by 2010-11.	Identification of standards and support of the process through this plan and budget resources.
7. Formative assessment will become standard practice in providing feedback to students and parents about progress.	Teachers, Administrators	2008-11	100% of staff will understand and implement ongoing, varied formative assessments that will be reported to students and parents.	Professional development. Software to track progress will be identified and used. Support materials.

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**GOAL: \_\_1\_\_:** To foster and sustain educational services that support, enrich, and extend our curriculum for all students.

**OBJECTIVE \_\_4\_\_:** Provide personalized learning opportunities, both for enrichment and remediation.

Activities	Responsibility	Time Line	Measurement	Impact of Budget
1. Identify students with reading and Math difficulties at all grade levels and provide interventions for all.	Administration, Teachers, Specialists and Instructional Assistants	2008-11	Standardized test scores and classroom assessments will identify students in need of specialized reading or Math instruction. Those students will demonstrate at least a year's growth on those measurements.	Reading and Math intervention materials, diagnostics, staffing as determined by number of students.
2. Reading and literacy intervention will be provided for all students identified as in need through scientifically researched tools adopted across the district.	Reading Teachers All Teachers	2008-11	Interventions will be assessed by teachers with changes made based on specific assessed data. 85% of students will reach the goal set for them based on identified intervention tools and the data acquired from them.	Training of staff in using scientifically researched intervention tools. Implementation of "response to intervention".
3. Identify students in need of Math help or remediation assistance. Provide interventions that improve their understanding.	Administration, Teachers, Instructional Technology Staff Instructional Assistant	2008-11	Student portfolio assessments and researched based Math assessment tools will show at least 10% growth in Math per year.	Electronic portfolio materials may impact budget. The FSS and district assessment system will include portfolio assessment.
4. Increase participation in enrichment programs for all students who could benefit.	Administration, Teachers	2008-11	Increase participation by 10% each year from the numbers involved in activities in 2007-08.	Financial support for continuing programs and newly identified ones.

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**GOAL \_\_\_2\_\_\_:** Provide the necessary space, materials, and technology necessary for a quality education.

**OBJECTIVE \_\_\_1\_\_\_:** Identify the resources needed to support and enhance curriculum, instruction, and assessment, and co-curricular programs that enhance students' education.

Activities	Responsibility	Time Line	Measurement	Impact of Budget
1. Advocate for instructional technology that supports the goals for curriculum, instruction, and assessment as well as those that enhance student learning opportunities.	Instructional Technology Staff, Administration, Teachers	2008-11	Technology hardware access will match the recommendations of the IT measurement tools. (Mass. Technology guidelines and/or district evaluation instruments for technology programs.)	Yearly purchases of teacher laptops (approximately 20-25 per year) to maintain quality. Replacement hardware for student use in labs and classrooms. Software that supports curriculum, instruction, and assessment initiatives.
2. Provide staff training that enhances skill in the use of technology in the classroom.	Instructional Technology Staff, Administration	2008-11	A training program will be designed by the IT dept. (District and FSS). At least 50% of staff members will participate in appropriate training.	IT department will arrange training programs based on staff needs (surveys or programs aligned with standards based and other types of assessment). Professional Development budget will include \$2,500 for local IT professional development.
3. Identify the best use of current space and project the need for additional space and how it will be used.	Administration, Teachers, School Council	2008-11	A 3 year space use plan will be recommended. Coordinate with the town and facilities departments to define costs and design needs.	Renovation of additional sections of the Emerson wing/ building.
4. Provide appropriate materials and classroom supplies through the budget to support the School Improvement plan initiatives.	Instructional Technology Staff, Administration, Teachers	2008-11	100% of the identified budget needs will be funded through the FSS budget or other sources of funding (BSDC; PAC; other as needed.) Continue to fund curriculum adoptions in the NRSB Budget.	Maintain current levels of site-based funding. Support the continuation of the Curriculum adoptions.

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**GOAL\_3\_:** Ensure a healthy school climate and culture that supports the whole child and community.

**OBJECTIVE\_1\_:** Provide programs, education, and opportunities that develop social and emotional skills, and a healthy lifestyle.

Activities	Responsibility	Time Line	Measurement	Impact of Budget
<p>1. Implement programs that support respectful and responsible behavior. Examples:</p> <ul style="list-style-type: none"> <li>• Responsive classrooms</li> <li>• Second step</li> <li>• Advisory</li> </ul>	Teachers, Administration, All Staff	2008-11	All (100%) of K-5 teachers will be trained in and will implement identified parts of the Responsive Classroom Program. Second Step will be integrated into Responsive Classroom and into the health curriculum. Middle School will implement a defined advisory program for 100% of middle school students.	Training for all K-5 teachers at approximately \$750 per teacher for Responsive Classroom. Local trainers will continue to work with teachers on implementing Second Step (no cost for training). Additional kits financed as needed for all three programs.
2. Through participation in the social-emotional programs students will demonstrate the ability to resolve conflicts peacefully.	Administration, Teachers	2008-11	Reduce the number of behavioral incidents by 10%. Measured by: <ul style="list-style-type: none"> <li>• Office detentions</li> <li>• Bus violations</li> <li>• Behavior slips</li> <li>• Office referrals</li> </ul>	Maintain staff involved in social-emotional programming (no additional cost).
3. Implement school-wide programs that result in healthy behavior throughout the school community. There will be an emphasis on: <ul style="list-style-type: none"> <li>• Kindness</li> <li>• Respect</li> <li>• Positive treatment of one another</li> </ul>	Administration and Teachers	2008-11	Student recognition programs will award 10% more students than in 07-08.	\$1,000 will be included in the FSS site-based budget to support recognition throughout the PK-8 school.
4. Provide disability awareness programs to support all types of learners.	Special education staff, Administration, Teachers	2008-11	Implement one new program each year, minimally, that focuses on differences and acceptance of those and individual disabilities.	PAC Enrichment support.
5. The School lunch program will reflect the philosophy of the need for a healthy lifestyle.	Food Services Dept. for the District, Staff, Students, School Council and Administration	2008-11	School-wide surveys, yearly, will reflect a 10% improvement in satisfaction with the school lunch program with respect to healthy lifestyles.	Possible increase in expense of school lunch program.

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**GOAL\_4\_:** Communicate school goals and initiatives to the school community.

**OBJECTIVE\_1\_:** Provide information to constituents on school progress on identified initiatives and school-wide goals.

<b>Activities</b>	<b>Responsibility</b>	<b>Time Line</b>	<b>Measurement</b>	<b>Impact of Budget</b>
1. Implement program improvements as identified in yearly surveys.	School Council	2008-11	Include 3-5 specific tasks or recommendations in the next year's programs from school surveys.	District support for on-line survey (currently "Zoomerang") tools. Budget requests will reflect recommendations.
2. Report successes of the School Improvement Plan annually.	Administration, School Council PR Subcommittee	2008-11	Post online report (to website and through newsletter). 60% of parents will view report online.	Instructional technology support of software improvements. Communication time is needed.
3. Communicate regularly through classroom newsletters, websites, or other electronic methods.	Teachers	2008-11	Keep a notebook of communications. 90% of classroom teachers will communicate with parents twice per trimester or more.	Budgeting within the district for paper for publishing or software that enhances electronic communication.
4. School volunteers will be identified and trained yearly.	Teachers, Administration, PAC	2008-11	A log of volunteers will be kept. 75% of school volunteers will receive training.	Unknown. PAC continues to support and co-facilitate volunteer programs and training.

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**GOAL** \_\_\_5\_\_\_: To provide a safe and nurturing environment.

**OBJECTIVE** \_\_\_1\_\_\_: School procedures and school culture will support a safe environment.

<b>Activities</b>	<b>Responsibility</b>	<b>Time Line</b>	<b>Measurement</b>	<b>Impact of Budget</b>
1. Implement building security measures through updated policies and procedures throughout the school buildings. <ul style="list-style-type: none"> <li>• Review safety and security requirements – locking and building security.</li> <li>• All doors need repair for locking and exit security.</li> <li>• School access roads should be secure, including the fire road which should have access restricted.</li> </ul>	Administration Staff	2008-11	Log security measure improvements and procedures identified by the Safety Subcommittee.	Hardware, locks, technology support within the school budget to keep the school environment safe for all up to \$5,000.
2. Ensure security in the use of computer technology.	Administration and Instructional Technology Staff	2008-11	Virus protection installed on 100% of school computers. Appropriate on-line safety tools are installed on 100% of computers. At least one on-line safety program will be offered to students and/or parents.	District technology budget will support on-line safety. PAC will work with the school to provide identified programming and to support any cost through Enrichment.
3. Implement the security plans, keep them up-to-date, to ensure school wide safety.	Administration	2008-11	The school safety committee will report at least once per year to the school council on the effectiveness of security at FSS and the Emerson wing.	\$5,000 yearly minimum cost for safety improvements.
4. Provide adequate staffing for the school office to insure safety.	School Council and Administration	2008-11	FSS Office staff will be increased (up to one additional full-time position) to insure the ability to maintain safety and respond to school-wide needs.	Budget will request salary for additional office staff or staffing adjustment to support this need.
5. Bus safety will continue to be a focus for safety and for appropriate behavior. Bus expectations will reflect the behavioral expectations of the school.	Administrators, teachers, bus company personnel	2008-11	There will be a reduction of bus behavior incidents, by 10% per year, as measured by parent reports	Budget may require support for changes in bus transportation if this would reduce incidents.

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**GOAL \_\_\_5\_\_\_:** To provide a safe and nurturing environment.

**OBJECTIVE \_\_\_2\_\_\_:** Establish procedures, training, and expectations that ensure the safety of students, staff, and community.

<b>Activities</b>	<b>Responsibility</b>	<b>Time Line</b>	<b>Measurement</b>	<b>Impact of Budget</b>
1. Implement, review and revise, as needed, all emergency procedures to stay current.	Administration, Comprehensive Health Staff.	2008-11	All procedures will be updated annually and implemented by 100% of staff.	\$5,000 in facilities or site-based budget to support improvements to insure safety.
2. Ensure that policies and procedures clearly define student expectations for behavior and responsibility.	Administration, Teachers	2008-11	Student handbooks will be included in agenda books and signed by 100% of students and parents.	Handbook printing cost is approximately \$1,000 yearly, included in site-based budget (Contracted Services). This includes pages included in student agenda books.
3. Handbook will reflect clear expectations and consequences for consistency across all grade levels.	Teachers, Administration	2008-11	Improved climate will be noted by reductions in behavior incidents at recess, on the bus, etc. by 10% yearly.	\$1,000 for printing or in-house cost to school printers. Time for review. No cost for implementation of social-emotional programs. See training costs for identified social-emotional programs.
4. School procedures will continue to insure student safety throughout the school including on buses.	Administration Staff and Bus Company	2008-11	Record of incidents and survey results re: bus and school safety will result in 10% reduction in incidents. Recognition of appropriate behavior will increase by 10% (awards).	Additional \$1,000 for recognition awards.