

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL_1: To continually improve student performance and knowledge in all academic areas.

OBJECTIVE_1: Develop curriculum linked to measurable learner outcomes, taking into account the Mass. State Frameworks, district and Florence Sawyer School curricula.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Update curriculum content and implement curriculum standards in all academic areas.	Administration, Teachers, Professional Development Committees.	2006-08	Curriculum documents will be updated. Standards will be specifically identified on which students are to be assessed.	Professional development time allotted in calendar.	K-5 Curriculum documents are being reviewed and revised. Staff are involved. Grade 3 has worked on district standards and benchmarks documents, as have other grade levels. Assessing on standards continues to progress.	
2. Provide Opportunities for appropriate professional development activities that support the school goals and objectives.	Administration	2006-08	Log professional development through re-certification, goals, and evaluation process.	Support for site-based and district professional development in budgets.	Logs kept by Dept. of T & L as well as by teachers for site based and district. Reached this goal ~ continues each year	
3. Support individual teacher professional development especially those related to the standards, goals, and objectives of the District and school.	Teachers, Administration	2006-08	Log professional development participation in outside conferences, workshops, etc.	Support in site-based professional development account. Reimbursement of teacher courses.	NELMS – 6 Standards Differential Instruction ASCD Confratute (6) 30 – MECA 10 – Lancaster Title I	
4. Staff will represent FSS on district professional development committees.	Teachers, Administration, Instructional Assistants	2006-08	Log of Task Force and Job-Alike committee work.	District Budget	Instructional Coaches - 6 Enrichment Committee Professional Development sub-committee Science Committee Mentor Program Math TF/ELA TF F.L. TF	
5. Staff will be involved in any curriculum adoption through District adoption cycles.	Teachers, Administration, Instructional Assistants	2006-08	Reports by representatives to Task Forces as curriculum adoption are re-instituted in the district.	Allocation of adoption money in the District budget.	Science for FY08. Material review began this spring with K-5. Science curriculum revised	

Florence Sawyer School
School Improvement Plan, 2006-08

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OBJECTIVE 2: Implement Instructional Strategies that support curriculum and the learning needs of all students.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Utilize instructional strategies that accommodate a wide range of learning styles to meet the needs of all learners.	Teachers and Administration Instructional Assistants	2006-08	Job Alike groups in the district will identify the various instructional strategies used in their professional development work that supports the instructional portion of curriculum, instruction, and assessment.	Ongoing professional development support.	Program of Prof Dev. Showcase demonstrates. IIM – Research A.R. – reading Shared at Job Alike and CPT	
2. Continue to identify individual learning styles of all students.	Teachers Instructional Assistants	2006-08	Self-assessments will be given using either Learning Style inventories or Interest-analyzers. Teachers will design lessons with these assessments in mind.	Possible identification and purchase, or development, of updated tools.	Assessments were done ex. - 6 th grade-Short writing piece on what they understood their LS to be. Learning styles administered in full – shared with parents at conferences	
3. Discuss a child's learning style with parents.	Teachers	2006-08	Teachers will include information in their open house presentations and will include information in conferences.	None	Done by some during conferences	
4. Differentiate instruction to meet the learning needs of all students. <ul style="list-style-type: none"> • Provide support and professional development to staff. • Insure continued understanding of the differentiation process. • Increase the awareness of strategies to use with students with special learning needs and/ or disabilities. 	Administration, Teachers, Dept. of Teaching and Learning Instructional Assistants	2006-08	Observations of teachers, done by building administrators, will demonstrate increased understanding of the process of differentiation within classrooms. Professional development will link past learning opportunities with present initiatives around assessment practices to support differentiation in the classroom.	Ongoing Professional development support. Possible need for outside donations to support ongoing work.	Data collected across the district by Walk throughs to collect evidence of this: <ul style="list-style-type: none"> • Many areas of strength, ex. <ul style="list-style-type: none"> - Curriculum - Meaningful work - Collaboration - Variety of resources • Others need more attention, ex. <ul style="list-style-type: none"> - Learning contracts - High level coop. strategies 	
5. Teach a progression of research skills using the IIM (Independent Investigation Method) framework to coordinate the progression, K-8.	Teachers Instructional Assistants	2006-08	IIM implementation and use in the research process will be documented.	Professional Development Materials – IIM Manuals and other materials.	IIM being implemented in multiple grades. Observed progression in grades 1-5 specifically. Product demonstration also. Presented at Best Practices Fair	
6. Students will use their portfolios as a self-reflection tool to help assess their progress.	Teachers	2006-08	Portfolio evidence will be demonstrated at student-led conferences and during conference time with parents.	Electronic portfolios may cause a transition cost as well as replacement of paper portfolio supplies, within budgets.	Students showed portfolios at SL Conf. Demonstration of electronic portfolio in grades 2 & 7. Electronic portfolio pilot begun Pilot in 07-08	

Florence Sawyer School
School Improvement Plan, 2006-08

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OBJECTIVE _3_: Assess student, staff, and school performance.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Identify and utilize multiple assessments that provide feedback on... <ul style="list-style-type: none"> • student performance; • school performance; • teacher performance; 	Administrators, Teachers Instructional Assistant	2006-08	Multiple assessments will be identified as part of the school assessment system.	Site-based Professional development support and time.	Site based PD identified assessment as the main theme while linking it to standards. Groups identified assessments used in curriculum content areas. Different methods of documentation were used and shared. <ul style="list-style-type: none"> • Examples of types of assessments: <ul style="list-style-type: none"> - Benchmarks - Observations - Weekly spelling - Unit assessments - Comp/Vocab tests - Rubrics 	
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	2006-08	Multiple assessments will be identified as part of the school assessment system.	Site-based Professional development support and time	ELA task forces collected samples. ID areas in need of improvement. Will continue to work on formative assessments	
3. Develop a school-wide collection of assessments, at least one from each teacher in all instructional areas, with a focus on the learning standards.	Teachers, Administration	2006-08	Collect assessments into an assessment system document.	Job Alike, Common planning time support, and support for Professional Development.	Done during PD; shared in PD (site based days). 3-5 refined rubrics and various assessments.	
4. A writing prompt will be used at each grade level and assessed for each student.	Administration, Teachers, Dept. of Teaching and Learning.	2006-08	The prompts will be part of the assessment system and used as part of comparative assessment of student work. The portfolio subcommittee will continue to define the prompts.	Unknown	Identified types of assignments to be done at different grade levels. Gr. 3 is piloting the same prompt at the beginning and end of school year to compare. Gr. 6 does the same type of assignment at beginning and end.	
5. Open Parental Access to Power Grade information in the middle school as a method for communicating student progress.	Administration, Teachers	2006-08	Power Grade Parent Access will become available. An assessment of the value and effectiveness of the information will be completed and reported. Survey results will be used to evaluate the effectiveness.	Professional Development; Time, continued training and software upgrades will need to be part of the Instructional Technology budget.	Power grade was open to all parents 6-8. Gr 6 = 41/82 Gr 7 = 40/91 Gr 8 = 47/86 Total = 128/259 = 49%	

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL: __2__: To foster and sustain educational services that support, enrich, and extend our curriculum for all students.

OBJECTIVE __1__: Provide Personalized learning opportunities, both for enrichment and remediation.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Identify students and provide intervention for those with reading difficulties at all grade levels.	Administration, Teachers, Reading Specialists Instructional Assistant	2006-08	Standardized test scores and classroom assessments will identify students in need of specialized reading instruction. Those students will demonstrate at least a year's growth on those measurements.	Reading intervention materials, diagnostics, staffing as determined by number of students. May impact budget requests.	Benchmark tests used in EDM and reading. Reading specialists; DRA and Gates are still used as standardized assessments. Observational surveys are done in R.Rec.	
2. Reading Recovery literacy intervention will be provided for the lowest scoring 20-25% of 1 st grade students using the observational survey. <ul style="list-style-type: none"> Reading Recovery will be used as a pre-referral process for SPED and in determining pull-out literacy groups. 	Reading Recovery Teachers	2006-08	Track the number of students achieving a level of 20+ at year end. <ul style="list-style-type: none"> DRA testing and standardized testing will be recorded yearly to monitor the students' continued literacy growth. 	Continuing Contact requirements necessary as part of the Reading Recovery program.	15 students seen - 11/15 at reading level 20+ - 4/15 referred for special education assessment All students have made 1 year + growth	
3. Identify students in need of Math help and remediation assistance and provide intervention... <ul style="list-style-type: none"> Utilize software that supports re-teaching, remediation, and enrichment. 	Administration, Teachers, Instructional Technology Staff Instructional Assistant	2006-08	Identify the number of students using the re-teaching or enrichment options in the Math curriculum. Identify software and implement its use.	Financial support if software is identified other than that currently available.	Benchmark tests in EDM id students' needs Grade 3 – Part 3 of EDM use throughout week EDM games – not on all computers but would like more K – addresses recommendation and enrichment not with software Ex. K. Barry – 4 enrichment constantly	
4. Support increased enrichment opportunities for all students, such as: <ul style="list-style-type: none"> Accelerated Reader Junior Great Books Others 	Administration, Teachers, Library Staff	2006-08	Log will indicate participation in the enrichment programs. Additional programming opportunities will be logged.	Financial support for continuing programs and newly identified ones.	Book it; AR; Junior Great Books – 106 students Renzulli work – 40 stds. enrolled New: - FSSTV – 12 - Chess - Tech Group	
5. Provide disability awareness programs to support all types of learners.	Special Education Staff, Administration, Teachers	2006-08	Identify programs and offer them to staff, parents, and students, as needed and as appropriate.	Financial support through budgets and outside sources may be needed.	MECA- co-teaching; executive functioning Multiple Sped workshops	

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL ___2___: To foster and sustain educational services that support, enrich, and extend our curriculum for all students.

OBJECTIVE ___2___: Utilize technology resources to support and enhance curriculum, instruction, and assessment, and to support student enrichment and remediation.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Identify and support ongoing needs for replacement of instructional technology hardware for staff and students.	Instructional Technology Staff, Administration	2006-08	Assess current technology and recommend replacements and upgrades.	Support in the District budget will be needed to continue to advance with technology.	Budget requests reflect maintaining staff access to laptops and to student needs for upgrades. Need to update classroom computers – rec. in next year’s budget Laptop cart Projectors Printers	
<ul style="list-style-type: none"> • Train all staff in the use of technology tools that enhance instruction and professional practice, such as: <ul style="list-style-type: none"> • Power School • Power Grade • Share Point • Others (such as; united streaming, atomic learning and web site editing) 	Instructional Technology Staff, Administration	2006-08	Teachers will receive the training needed to implement the various programs. A log of such trainings will be kept.	Professional development support.	Trainings done or offered in each of the areas. United streaming Atomic learning Power grade in house	
3. Instructional Technology will become a learning tool integrated into instruction to enhance student learning, particularly in the middle school grades.	Instructional Technology Staff, Administration, Teachers Instructional Assistant	2006-08	Middle School computer classes will be scheduled for integrated technology with a core academic class. Projects will reflect technology use as a learning tool.	Instructional technology budget will need to keep pace with hardware and software needs. Estimated need to update at 20% of current materials/ yr.	Schedule reflects this change in philosophy. Will continue to look for ways to enhance this philosophy. Unified streaming Need to improve the integration plan for next year.	
4. Utilize technology to enhance differentiated instruction practices in the classrooms.	Instructional Technology Staff, Administration, Teachers	2006-08	Track and identify the use of technology within classrooms and within teacher professional development plans.	Continued budget support for technology.	All teachers on this year’s evaluation cycle had a technology goal in their plan. Share point United streaming Web sites Electronic newsletter	
6. Utilize technology tools that support the assessment process.	Instructional Technology Staff, Administration, Teachers	2006-08	Tools will be identified and piloted.	Budget support for software may be needed if present tools are not sufficient.	Looking for programs for -Standard based reporting Powergrade – 5-8/Parent Access “Clickers” – Wintle – new set through donations	

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL_3_: Strive for a culture where we all treat each other respectfully; a community where everyone, regardless of race, gender, heritage, sexual orientation, mental and physical abilities, economic status, or religion, can be treated with the respect to which every person is entitled.

OBJECTIVE_1_: Provide opportunities for everyone to learn about our differences, to explore our commonalities, and continue to learn how to deal respectfully with them.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. The emphasis on "Respect and Responsibility" will continue to support a school culture that treats all people with respect while expecting all to accept responsibility for their actions within the school environment.	Teachers, Administration, All Staff	2006-08	A log of "Sawyer Stars" and "Golden Eagles" will be continued. A "citizenship" award will be instituted with specific criteria, starting with the middle school.	Funding for recognition.	Morning meetings – in some elementary rooms. 2 nd step model at Golden Eagle assembly presentation given Monthly (1) per grade Golden Eagle Sawyer Stars – on wall – will try to develop a log Citizenship award needs modif. rec. at end of year.	
2. The comprehensive health program, K-8 will be implemented.	Administration, Teachers	2006-08	Curriculum will be defined and delivered. Each year, it will be reviewed and revised as needed.	Funding through regular budget for staffing, materials.	Implementing K-8 Ongoing Curriculum review at summer academy Leslie McGuinnes	
2. Integrate conflict resolution skills into existing curricula. • Utilize the health education programs, Second Step, Peer Mediation, and Advisory to support this.	Administration and Teachers	2006-08	Log incidents where these programs were effective in diffusing conflicts. Track the number of conflict situations and compare to previous years.	Training for staff as needed. Professional Development support.	Use second step in classroom 1 – Peer mediation session this year Goal to implement more fully next school year Second step used in middle school Kindergarten 2 nd step noticed increased expression 2 nd grade – grant uses second step throughout week 2/3 times. Sees observable behaviors in students *see attached response	

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL_3_: Strive for a culture where we all treat each other respectfully; a community where everyone, regardless of race, gender, heritage, sexual orientation, mental and physical abilities, economic status, or religion, can be treated with the respect to which every person is entitled.

OBJECTIVE_2_: Ensure a healthy school environment that supports the whole child and school community.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. The school programs will lead the efforts to teach a healthy lifestyle throughout the school community.	Teachers, Administration	2006-08	Log physical activity and track the instruction in healthy behaviors.	Budget support; additional staffing and/ or scheduling time for more activity. Additional pedometers purchased for 2007-2008.	Pre- and Post- fitness testing; students receive year-end report; pulse reader and pedometer activities. Ongoing emphasis	
<ul style="list-style-type: none"> • Provide nutritious lunches. • Promote active lifestyles through physical activity. • Support the Health and Wellness Policy and Procedures. • Support health education instruction. 	Administration, Food Services, Health Personnel	2006-08	Work with the food services department to design healthy menus with input from: <ul style="list-style-type: none"> • Student Council • Health and Wellness Committee • PAC • Staff • Others Recommendations will be made to Health Committees for improving food services and all aspects of wellness. Committee reports will document improvements.	Possible impact on food services budget. Instructional materials for health education.	Few changes – slight improvement Jump Rope for Heart (grades 2-4); Health and Wellness Policy, P.E., Health, and School Nurse.	
2. Enhance health and wellness by designing a fitness room or implementing/ enhancing existing programs.	Health & PE Teachers	2006-08	Develop a plan to promote fitness and on-site locations to enhance programs.	Cost of improving or enhancing facilities as well as equipment.	Location for fitness room still to be determined.	

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL ___4___: To implement an effective communication plan for all our constituents.

OBJECTIVE ___1___: Communicate effectively with constituents regarding student progress, school expectations, and education activities.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Complete a parent, student, and staff satisfaction survey each year. Distribute the results to all constituents.	School Council	2006-08	Survey results will be compiled and reported to school council and the community to inform the council regarding programs and the school improvement plan.	Survey funding as needed.	See reports.	
2. Define the appropriate methods of communication with the community. For example, newsletters, classroom news, emergencies, no school, etc.	Administration, School Council PR Subcommittee	2006-08	Review the process of communication and survey the effectiveness.	Instructional technology may need to support software improvements. Time for communication.	Increased school coverage in local newspaper during 2006-2007 school year. Connect-Ed has been well-received and utilized. Continue to look for ways to communicate Emergencies Grade 6 on-line	
3. Share information with local publications, as needed, on a regular basis.	School Council PR Subcommittee, Administration, Staff	2006-08	Log articles and coverage of school events and activities.	Unknown.	FSTV – Channel 10	
4. Publish classroom newsletters every two weeks in grades K-4. Publish grade level or classroom newsletters in grades 5-8 at least six times per year (mid-term, end of term.).	Teachers	2006-08	Keep a notebook of publications.	Budgeting within the district for paper for publishing.	Weekly newsletters, K-3 4-8 occasional	
5. Support School Volunteer programs.	Teachers, Administration, PAC	2006-08	Volunteer training, log the number of volunteers.	Unknown. PAC continues to support and co-facilitate volunteer programs and training.	Genie-checking on number of volunteers. Weekly volunteerism in classroom, specials, Junior Great Books, etc. 100 on database	
6. Evaluate how to maximize the school web site.	Instructional Technology Staff, Administration	2006-08	Note improvements and use of the web site as an increasingly effective way of communicating specific information. Define those ways.	Unknown- software improvements?	Increase in teacher sites. Connect-Ed link to website.	

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL ___5___: To provide a safe and nurturing environment.

OBJECTIVE ___1___: School procedures and school culture will support a safe environment.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Ensure building security through updated policies and procedures throughout the school buildings.	Administration Staff	2006-08	Demonstrate that procedures have been reviewed and updated as needed.	Recommendations may impact budget requests.	Teacher name tags; locked doors; buzzer system. Follow guidelines Safety sub-committee has made several updates. Proc. updated	
2. Ensure security in the use of computer technology.	Administration and Instructional Technology Staff	2006-08	Internet access is safe and secure along with virus protection and other safeguards to the network and its users.	Unknown	AUP policy in place – needs revis. Firewall and proxy server at district level Symantic anti-virus protection on all machines	
3. Review safety and security requirements – locking and building security. • All doors need repair for locking and exit security.	Administration Staff	2006-08	Recommendations made as needed to ensure building safety.	Hardware updates, improvements, repairs will be included in budget requests.	Safety subcommittee has kept all up-to-date	
4. School access roads should be secure, including the fire road which should have access restricted.	Administration	2006-08	The school safety committee will work with town and district resources to insure security, developing a plan for implementation.	Likely to have an impact on town or facilities' budgets.	Summer updates District and school sharing response	
5. Develop a plan to have a secure entry system in place to allow the locking of all doors. (Main Office should have an entry system.)	Administration	2006-08	The school safety committee will research and make a recommendation for a secure entry system for FSS and the Emerson wing.	Budget request to facilities department. Cost unknown.	Buzzers in place Cameras to be added	

Florence Sawyer School
School Improvement Plan, 2006-08

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.

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final
1. Review and revise, as needed, all emergency procedures.	Administration, Comprehensive Health Staff.	2006-08	Recommendations made as needed.	Potential recommendations for safety improvements could impact budget.	Done – complete and will be revised this summer as well. - See above	
2. Ensure that policies and procedures clearly define student expectations for behavior and responsibility.	Administration, Teachers	2006-08	Student handbook will reflect changes and improved climate.	Handbook printing.	Handbook being revised Yearly changes	
3. Handbook will reflect clear expectations and consequences for consistency across all grade levels.	Teachers, Administration	2006-08	Student handbook will reflect changes and improved climate.	\$1,000 for printing or in-house cost to school printers. Time for review.	Same as above	
4. School procedures will continue to insure student safety throughout the school including on buses.	Administration Staff and Bus Company	2006-08	Record of incidents and survey results re: bus and school safety. Note positive changes as a result of new procedures.	Unknown.	Numbers inc. at this time	

Florence Sawyer School
School Improvement Plan, 2006-08

GOAL _____:
OBJECTIVE _____:

Activities	Responsibility	Time Line	Measurement	Impact of Budget	Mid Term Review	Final