

District Improvement Plan 2009-2010



Mission Statement

The mission of the Northbridge Public Schools is to prepare our students to become responsible, contributing members of society by providing a challenging, rigorous educational program which will maximize academic achievement, enable intellectual, physical, social, and emotional development in an atmosphere which promotes creative and critical thinking.

It is the policy of the Northbridge Public Schools not to discriminate on the basis of race, gender, religion, national origin, color, homelessness, sexual orientation, age, or disability in its educational programs, services, activities, or employment practices.

Northbridge Public Schools

District Improvement Plan 2009-2010

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District Improvement Plan Development Team

The District Improvement Plan was developed through a collaborative effort of the District Leadership Team and School Committee.

Northbridge Leadership Team:

Susan Gorky, Superintendent

Nancy Spitulnik, Assistant Superintendent

Catherine Stanton, Director of Pupil Personnel Services

Melissa Walker, Business Manager

Brian L'Heureux, Information Systems Manager

Jill Healy, Principal, Northbridge Elementary School

John Zywiec, Principal, W. Edward Balmer School

Jill Carroll, Principal, Northbridge Middle School

Michael Gauthier, Principal, Northbridge High School

Northbridge School Committee

Fred Beauregard

Susan Brouwer

Mary Contino

Richard DeLuca

Julie Gawlak

Karen Kittredge (Chairperson of Goals sub-committee)

Michael LeBrasseur (Goals sub-committee)

Selena Livingston

Michael McGrath (Goals sub-committee, Chairperson of School Committee)

District Mission and Beliefs

District Mission Statement

The mission of the Northbridge Public Schools is to prepare our students to become responsible, contributing members of society by providing a challenging, rigorous educational program which will maximize academic achievement, enable intellectual, physical, social, and emotional development in an atmosphere which promotes creative and critical thinking.

District Beliefs

In support of our mission, we are committed to the following beliefs:

- * Excellence in instruction and student achievement must be accomplished through ongoing opportunities for professional growth and development of staff.
- * All students should acquire, and use wisely, a basic core of knowledge in an environment that promotes higher level thinking skills across the curriculum.
- * All students should be encouraged to attain high standards of achievement and to reach his/her maximum individual potential.
- * Students should be able to communicate effectively through reading, writing, speaking, computing, the arts, and technology.
- * Students should develop a sense of self-discipline, self-respect, self-reliance and demonstrate social and civic responsibility.
- * Student learning is promoted through a safe and orderly environment, free of prejudice, violence, and harassment.
- * All students should understand, respect and appreciate the racial, ethnic, and cultural diversity of our community and society.
- * Community involvement should be actively solicited, encouraged, and developed.

District Goals 2009-2010

1. To increase academic achievement with high expectations and active engagement for all students and staff.
2. To secure a fiscally responsible budget for the 2010-11 academic year that addresses the mission and beliefs of the district.
3. To improve the social and emotional climate in the district.
4. To strengthen the district's relationship with the Northbridge community.
5. To support the consistent review and implementation of school committee policy.



**NORTHBRIDGE PUBLIC SCHOOLS
SCHOOL IMPROVEMENT PLAN**

Northbridge Public Schools: District

Goal #1. To increase academic achievement with high expectations and active engagement for all students and staff.

Year	Objective/Goal	Stakeholder(s)	Budget	Indicators of Success	Status
09-10	1.1 Implement high quality Professional Development for all staff that emphasizes High Expectations and Active Engagement for All Learners in the areas such as differentiated instruction, inquiry-based instruction, and hands-on learning, to better meet the needs of all students (remediation, enrichment, differentiated learning styles, special education, etc.)	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Implementation of high quality professional development activities throughout the year that result in student MCAS CPI scores at or above the state average, including full-day PD days, after-school workshops, and PD activities during the school day.	Ongoing
09-10	1.2 Utilize data analysis at the district and school levels to analyze scores from district surveys and assessments, school formal and informal evaluations, and MCAS (school and student scores, Growth Model, Power Standards) to identify strengths, challenges, and curricular and instructional trends in order to strengthen the quality of the district's educational program.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Use of data to drive improvements in curriculum, instruction, assessment, professional development, and budget implementation that result in student MCAS CPI scores that are at or above the state average.	Ongoing
09-10	1.3 Implement a Math Task Force to analyze the district's math curriculum, align it with the state Curriculum Frameworks, and recommend adjustments to district curriculum and instruction in order to improve math achievement for all students.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Implementation of Math Task Force recommendations. Increased math achievement scores on the MCAS exam that result in CPI scores that are at or above the state average.	Ongoing

09-10	1.4 Develop and implement High School Educational Proficiency Plans for students who score Needs Improvement on the MCAS, and Individual Student Success Plans for students who score Warning in all schools in order to provide focused remediation and support to improve student achievement.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Implementation of EPP and ISSP plans for all identified students, that result in student MCAS CPI scores that are at or above the state average.	Ongoing
09-10	1.5 Develop focused school and district improvement plans to drive efforts in curriculum, instruction, assessment, budget development, climate, and community relationships in order to build a high-quality school district	Administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants	Development of school and district improvement plans that drive educational initiatives in the district.	Ongoing
09-10	1.6 Develop a District Literacy Plan and Professional Development Plan that drive the analysis and implementation of professional development and literacy initiatives in the district.	District administrators, school staff, students, parents	District budget	Creation of a District Literacy Plan and Prof. Development Plan that are utilized to analyze and implement literacy and PD in the district.	Ongoing
09-10	1.7 Incorporate instructional technology in classroom planning and instruction, staff and student communication and collaboration, and data analysis in order to build a high quality educational program that meets the needs of all students.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Incorporation of technology in all aspects of planning and instruction, collaboration among staff and students, and data analysis that result in student MCAS CPI scores at or above the state average.	Ongoing
09-10	1.8 Develop and implement activities and opportunities to challenge students who are working substantially above grade level.	District administrators, school staff.	District budget; stimulus, state, and private grants as available	Development of learning experiences that challenge higher functioning students to extend their skills and understanding. Increased student MCAS scores in the Advanced category.	Ongoing

**NORTHBRIDGE PUBLIC SCHOOLS
SCHOOL IMPROVEMENT PLAN**

Northbridge Public Schools: District

Goal #2: To secure a fiscally responsible budget that addresses the mission and goals of the district.

Year	Objectives	Stakeholder(s)	Budget	Indicators of Success	Status
09-10	2.1 Develop a zero-based budget that clearly articulates the fiscal needs of the district	District administrators, school staff, students, parents, School Committee	District budget	Development and implementation of zero-based budget for the 10-11 school year: 1. Review site-based budgets, create and approve comprehensive district budget. 2. Present draft budget to Budget Sub-Committee. 3. Present recommended budget to School Committee. 4. Submit budget to Town Manager and Finance Committee. 5. Implement final approved budget.	Ongoing
09-10	2.2 Provide information to town administrators and committees and Northbridge parents and citizens in order to communicate the fiscal initiatives and needs of the school district	District administrators, school staff, students, parents, School Committee	District budget	Development and implementation of presentations and other communications to town administrators, committees, parents and citizens that explain the fiscal initiatives and needs of the school district: * Budget review presentation to Finance Committee for input and support. * Presentation and meetings with parents, school councils, PTA's. *Presentations to community members, senior citizens, etc.	To be developed

**NORTHBRIDGE PUBLIC SCHOOLS
SCHOOL IMPROVEMENT PLAN**

Northbridge Public Schools District: District

Goal #3: To improve the social and emotional climate in the district.

Year	Objective/Goal	Stakeholders	Budget	Indicators of Success	Status
09-10	3.1 Establish and analyze baseline data at each school and for the district that documents the social and emotional climate and needs of the district.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Development of baseline data at each school and in the district that details strengths and challenges of social and emotional supports and programs.	Ongoing
09-10	3.2 Implement programs such as Responsive Classroom and Developmental Design in order to build support, collaboration, and communication for high quality social and emotional initiatives in classrooms and schools.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Development and implementation of high quality programs and initiatives that support a cohesive, responsive social and emotional climate in schools and in the district.	Ongoing
09-10	3.3 Implement Professional Learning Communities at the school and district levels that promote staff communication and collaboration.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Utilization of Professional Learning Communities at the school and district level that promote staff communication and collaboration.	Ongoing

09-10	3.4 Develop and implement programs and procedures for tracking and responding to equity issues in the district.	District administrators, school staff, students, parents, School Committee	District budget; stimulus, state, and private grants as available	Development and implementation of forms and processes for tracking and responding to equity incidents and complaints. Development of anti-bullying and harrassment educational programs at all schools.	Ongoing
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**NORTHBRIDGE PUBLIC SCHOOLS
SCHOOL IMPROVEMENT PLAN**

Northbridge Public Schools: District

Goal #4: To strengthen the district's relationship with the Northbridge community.

Year	Objective/Goal	Stakeholders	Budget	Indicators of Success	Status
09-10	4.1 Implement opportunities to increase parent participation in the schools in order to engage them in the education of their children.	District and school staff, students, parents, School Committee	District budget	Implementation of volunteer lists, Friends of Music, Title I PAC, Sped PAC, School Councils, K-8 PTA groups, Superintendent's entry plan, etc.	Ongoing
09-10	4.2 Implement vehicles to increase communication with parents and the community in order to share information on district initiatives, issues, and successes.	District and school staff, students, parents, School Committee, community members	District budget	Implementation of newsletters (Superintendent, community, school), updated district and school websites, press releases, use of Channel 13, School Committee and parent informational presentations, etc.	Ongoing
09-10	4.3 Implement opportunities to increase the participation of town residents in school-related activities.	District and school staff, students, parents, School Committee, community members	District budget	Implementation of activities such as the Senior Citizen luncheons, Community Reading Day, opening of high school field before school, etc.	Ongoing

09-10	4.4 Implement opportunities to increase communication and discussions among school administrators, School Committee, and town government.	District and school administrators, School Committee, town government	District budget	Continued implementation of quarterly meetings with Finance Committee, joint School Committee and Selectman meetings, monthly meetings with Superintendent and Town Manager, joint School Committee and Leadership Team meetings, etc.	Ongoing
09-10	4.5 Develop and implement initiatives to retain students in district schools, and bring back Northbridge students attending other public and private schools.	District and school administrators, School Committee.	District budget	Implementation of programs and communications that highlight the successes and advantages of the Northbridge Schools, such as the high school orientation program, Link Crew program, grade 5 transition program, etc.	Ongoing

**Northbridge Public Schools
School Improvement Plan**

Northbridge Public Schools: District

Goal #5: To support the consistent review and implementation of school committee policy.					
Year	Objective	Stakeholder(s)	Budget	Indicators of Success	Status
09-10	5.1 Review all 12 sections of the existing policy manual within 18-24 months.	Policy sub-committee, School Committee, Leadership Team	\$9,000	Completion of 6 sections by July, 2010. Completion of remaining 6 sections by May, 2011.	Ongoing
09-10	5.2 Ensure alignment between School Committee policy and school student/staff handbooks.	Policy sub-committee, School Committee, Leadership Team	N/A	School student/staff handbooks reviewed and aligned with School Committee policy.	Ongoing

MCAS CPI Data FY09 District ELA															
	Aggregate			Stud. w/ Dis.			Low Income			White			Title I		
	Dist.	State	Diff.	Dist.	State	Diff.	Dist.	State	Diff.	Dist.	State	Diff.	Dist.	State	Diff.
Grade 3	82.7	82.6	0.1	60.1	65.5	-5.4	72.9	70.7	2.2	82.6	86.9	-4.3	65.5	71.4	-5.9
Grade 4	79.1	79.9	-0.8	43.8	59.5	-15.7	65.0	66.4	-1.4	78.6	84.6	-6.0	65.0	67.3	-2.3
Grade 5	90.9	85.7	5.2	69.4	67.1	2.3	85.1	74.5	10.6	91.6	89.6	2.0	87.1	75.0	12.1
Grade 6	87.0	85.7	1.3	54.0	64.9	-10.9	76.8	73.9	2.9	87.3	89.4	-2.1	82.0	75.0	7.0
Grade 7	91.4	88.1	3.3	67.3	69.0	-1.7	81.1	77.7	3.4	92.5	91.5	1.0	90.1	77.7	12.4
Grade 8	95.1	91.1	4.0	75.0	73.6	1.4	87.3	82.6	4.7	94.9	94.0	0.9	93.8	83.1	10.7
Grade 10	87.4	92.2	-4.8	51.0	76.0	-25.0	80.3	84.4	-4.1	87.3	94.9	-7.6			

MCAS CPI Data FY09 District Math															
	Aggregate			Stud. w/ Dis.			Low Income			White			Title I		
	Dist.	State	Diff.	Dist.	State	Diff.	Dist.	State	Diff.	Dist.	State	Diff.	Dist.	State	Diff.
Grade 3	80.1	81.4	-1.3	64.9	63.9	1.0	70.8	68.6	2.2	81.0	86.1	-5.1	56.1	69.5	-13.4
Grade 4	78.3	78.5	-0.2	44.0	60.4	-16.4	68.6	66.5	2.1	78.1	82.6	-4.5	64.5	67.3	-2.8
Grade 5	73.3	77.0	-3.7	50.9	54.7	-3.8	60.1	62.8	-2.7	75.0	81.4	-6.4	61.0	64.1	-3.1
Grade 6	81.3	78.2	3.1	49.2	55.5	-6.3	72.3	63.8	8.5	81.6	82.8	-1.2	70.1	65.2	4.9
Grade 7	70.5	73.8	-3.3	48.0	49.3	-1.3	54.8	57.9	-3.1	72.4	78.8	-6.4	52.8	57.9	-5.1
Grade 8	75.4	72.8	2.6	43.3	47.4	-4.1	62.9	56.0	6.9	74.5	78.1	-3.6	61.6	56.8	4.8
Grade 10	81.3	88.1	-6.8	56.3	69.4	-13.1	70.9	77.7	-6.8	81.8	91.7	-9.9			