

W. EDWARD BALMER ELEMENTARY SCHOOL



2009

School Improvement Plan

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.

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Northbridge Public Schools Goal /Objective #1: To increase academic achievement with high expectations and active engagement for all students and staff.

<u>School Year</u>	<u>Objective/Goal</u>	<u>Initial Stakeholder(s)</u>	<u>Budget</u>	<u>Indicators of Success</u>	<u>Status</u>
09-10	1.1 Balmer students identified in a subgroup will meet the Composite Performance Index Performance Target on the 2010 MCAS Tests in English Language Arts and Math.	Balmer Administration and Staff	No cost	<ul style="list-style-type: none"> • Students identified in the following subgroups will meet or exceed the state CPI score in English Language Arts: <ul style="list-style-type: none"> ○ Low Income ○ Students with disabilities ○ White ○ Aggregate ○ Title I (see table on page 14) • Students identified in the following subgroups will meet or exceed the state CPI score in Math: <ul style="list-style-type: none"> ○ Low Income ○ Students with disabilities ○ White ○ Aggregate ○ Title I (see table on page 14) 	Will be determined in August 2010.
09-10	1.2 Balmer Special Education students, Title I students and English Language Learners will continue to make progress toward their individual academic goals.	Balmer Classroom Teachers, Title I Teachers and Special Education Staff	No cost	<ul style="list-style-type: none"> • Based on grade level assessments Special Education students will make progress towards their individual academic goals. • Special Education students will achieve Proficiency or Advanced on the 2010 MCAS Tests. • Title I students will achieve Proficiency or Advanced on the 2010 MCAS Tests. • English Language Learners will achieve Proficiency or Advanced on the 2010 MCAS Tests. 	Ongoing Will be determined in August 2010.

09-10	1.3 Balmer School will meet the needs of students who exhibit mastery of skills beyond grade level standards.	Balmer Classroom Teachers	Writers Workshop and Robotics to be paid through grants	<ul style="list-style-type: none"> • Classroom teachers will provide students with accelerated activities that match their interests, learning styles and needs in Mathematics and Language Arts such as Hands-on Equations, research projects through the use of technology and advanced writing projects. • Students will have the opportunity to participate in Writers Workshop and Robotics in an after school program to enhance and expand students writing and problem-solving skills. 	Ongoing Currently being developed
09-10	1.4 All Balmer Staff members will participate in professional development that will focus on high expectation for all students.	Balmer Administration, Classroom Teachers, Special Education Teachers, Paraprofessionals and all Support Staff	\$6,600.00	<ul style="list-style-type: none"> • Staff members will participate in the following professional development activities: <ul style="list-style-type: none"> ○ Flexible Grouping Management ○ Benchmark Assessments ○ Supporting intensive learners ○ Storytown Assessments ○ Effective use of a Smartboard and other instructional technology in the classroom ○ MCAS Alternative Assessments 	Ongoing

09-10	1.5 The Balmer Staff and Administration will develop a culture of collaborative decision-making through the development of Professional Learning Communities	Balmer Administration and Staff	No cost	<ul style="list-style-type: none"> • Administration and Grade Level Leaders will meet monthly to make decisions collaboratively that will directly affect all grade levels. • Grade Level Leaders will meet with their grade level colleagues during Grade Level Meetings at least once per month, during monthly Community Meetings and during monthly “working luncheons”. • Grade level teams will develop cooperatively on common goals to see that all students learn at a high level and make decisions based on appropriate data. • Grade level teams will vertically and horizontally align the Mathematics and Language Arts curriculum in Grades 2, 3 and 4 to the Massachusetts State Standards. • By December 2009, the Balmer School Council will work collaboratively to develop a school improvement plan that will focus on high expectations and active engagement for all students. • The Balmer School Council will examine the school budget so that funds will be spent to maximize student engagement and learning. • Balmer teachers will participate in the district-wide Math Task Force for the purpose of developing a Pre-K to Grade 12 Math curriculum that is matched to the Massachusetts State Standards. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completion date December 2009</p> <p>Ongoing</p>
09-10	1.6 Balmer Staff will implement instructional technology into daily lesson in Mathematics and Language Arts in order to increase student engagement.	Balmer Classroom Teachers and Special Education Teachers	No cost	<ul style="list-style-type: none"> • All Grade 4 teachers will enhance their daily lessons and increase student engagement through the use of a Smartboard in Mathematics and Language Arts lessons. • All Grade 2 and 3 teachers will enhance daily lessons and increase student engagement through the use of computer carts and desktop computers in Mathematics and Language Arts lessons. • Grade 4 teachers will share best teaching practices with this use of the Smartboard. 	Ongoing

09-10	1.7 Balmer Staff will fully implement the new Reading Anthology and participate in professional development related to the Storytown program.		\$6,600.00	<ul style="list-style-type: none"> Professional development for the Storytown reading program will continue. Teachers will be provided opportunity to work within Professional Learning Communities to discuss best teaching practices. Teachers will implement the Benchmark Assessments, Theme Tests and weekly tests to monitor students' progress in Language Arts. 	Ongoing
09-10	1.8 Through the supervision and evaluation process, teachers will implement best teaching practices in order to improve student achievement.		No cost	<ul style="list-style-type: none"> Administrators and teachers will work collaboratively through consistent formal/informal observations, pre and post-conferences and in order to improve student achievement in math and language arts. 	Ongoing
09-10	1.9 Balmer School will implement a system to address the needs of students who are not mastering grade level skills in Mathematics and Language Arts.		No cost	<ul style="list-style-type: none"> Staff members will identify students not making adequate progress in the areas of Mathematics and Language Arts and refer them to the Early Intervention Team. Administration, Staff and parents will meet and work collaboratively to provide intensified academic support through Title I or a referral to Special Education services. Teachers will administer the Developmental Reading Assessment (DRA) to students and match them to appropriate books. Teachers will also utilize the results of the DRA to provide students with appropriate instruction through guided reading. 	Currently being developed
09-10	1.10 Balmer School will develop and implement an Individual Student Success Plan for Grade 4 students who scored in the Needs Improvement or Warning category on the 2009 Math and/or ELA MCAS Tests in order to improve student achievement.	Balmer Principal	No cost	<ul style="list-style-type: none"> By the end of December 2009, students in Grade 4 who have scored in the Needs Improvement or Warning category on either the Mathematics and/or ELA portion of the MCAS Tests will receive individualized support developed in an Individual Student Success Plan. The success plan will result in student MCAS CPI scores that are at or exceed the state average. 	Currently being developed

Northbridge Public Schools Goal /Objective #2: To secure a fiscally responsible budget for the 2010-2011 academic year that addresses that mission and beliefs of the district.

<u>School Year</u>	<u>Objective/Goal</u>	<u>Initial Stakeholder(s)</u>	<u>Budget</u>	<u>Indicators of Success</u>	<u>Status</u>
09-10	2.1 Balmer Team Leaders and Administration will collaboratively produce a zero-based budget that demonstrates and describes the financial resources needed to effectively operate the school for the 2010-2011 school year.	Balmer Team Leaders, Staff Members and Administration	No cost	<ul style="list-style-type: none"> • Team Leaders will work collaboratively with their grade level colleagues to determine the most essential resources required to plan all necessary educational programs at each grade level. • Balmer Administration will create a zero-based budget that focuses on the educational needs of students and is based on data review. 	Completed Fall 2009
09-10	2.2 The Balmer Administration will work collaboratively with the Superintendent to insure efficient uses of available resources.	Balmer Administration, Superintendent and Assistant Superintendent	No cost	<ul style="list-style-type: none"> • Balmer Administration along with the Superintendent and Assistant Superintendent will review all instructional resources directed to areas of student need. • The Balmer School Council will annually update the school improvement plan goals. 	Ongoing
09-10	2.3 The Balmer Staff and Administration will pursue grants that will enhance student learning.	Balmer Administration and Staff	No cost	<ul style="list-style-type: none"> • The Balmer Staff and Administration will apply for grants from organizations such as the Northbridge Education Foundation and Blackstone Valley Chamber of Commerce for such programs as: <ul style="list-style-type: none"> ○ Writers Workshop ○ Robotics ○ Balmer After School Enrichment Program ○ Grant Writing Training 	Ongoing

Northbridge Public Schools Goal /Objective #3: To improve the social and emotional climate in the district.

09-10	3.1 Balmer Administration will establish baseline data on behavioral issues experienced throughout the school year.	Balmer Assistant Principal and Adjustment Counselor	No cost	<ul style="list-style-type: none"> From September 2009 through June 2010, Balmer Assistant Principal and Adjustment Counselor will document and record on ipass all behavioral issues exhibited by students during the school. Data will be utilized to determine what type of program will best meet the needs of the Balmer students. 	Ongoing
09-10	3.2 Balmer Administration and Staff will investigate and implement a formal program that will address student bullying and harassment behaviors.	Balmer Administration and Adjustment Counselor	<p>No cost</p> <p>No cost</p> <p>Cost of program will be covered by a grant</p>	<ul style="list-style-type: none"> By May 2010, Balmer Administration and Adjustment Counselor will investigate a variety of programs and present them to the Balmer Staff in order to make a collaborative decision on the most appropriate program for Balmer students. By June 2010, Balmer Administration and Staff will explain the selected program and communicate its benefits to parents and students through a PTA meeting, Balmer Newsletter and Balmer website. The selected bullying/harassment program will reduce disciplinary referrals by 33%. 	<p>Complete by May 2010</p> <p>Complete by June 2010</p>

09-10	3.3 Balmer School will increase therapeutic programming for students with social emotional needs through the addition of an adjustment counselor and a behavioral technician.	Balmer Administration, Pathways Staff and Director of Pupil Services	No cost	<ul style="list-style-type: none"> No students will be referred for out-of-district place for social emotional reasons. 	Ongoing
09-10	3.4 Balmer Staff will increase therapeutic programming for students with social emotional needs.	Balmer Administration, Pathways Staff and Director of Pupil Services	\$67,150- Cost of Staffing	<ul style="list-style-type: none"> A therapeutic program (Pathways) has been established which includes a teacher, a behavior technician and an adjustment counselor; in order to address the specific needs of the students. Students in the Pathways Classroom will integrate into regular education classrooms based on their individual behavior plan. 	Began implementation September 2009
09-10	3.5 Balmer Staff will create an environment that is safe and nurturing for all students.	Balmer Staff and Administration	\$5,800- Cost of Training No cost	<ul style="list-style-type: none"> Approximately 25% of the Balmer Staff will participate in Responsive Classroom training. The number of behavior incidents within these classrooms will decrease by 33% through the implementation RC strategies and activities. Students will participate in character education activities during monthly <i>Community Meetings</i>, participating in <i>Random Acts of Kindness</i> and exhibiting examples of the <i>Value of the Week</i>. 	Training completed November 2009 Ongoing
09-10	3.6 Northbridge Public Schools Leadership Team will communicate and collaborate on school and district decisions.	Leadership Team	No cost	<ul style="list-style-type: none"> Bi-weekly meetings Leadership meetings District Leadership Team will meet with the School Committee to ensure that a consistent vision and set of goals are established and implemented. 	Ongoing

09-10	<p>3.7 The Balmer Administration will collaborate with the Northbridge Elementary School and Northbridge Middle School Administration to ensure a smooth transition for students moving from NES to Balmer and Balmer to NMS.</p>	Balmer Administration	\$600-Cost of buses	<ul style="list-style-type: none"> • Balmer Administration will work closely with the NES Principal to plan multiple opportunities for Grade 1 students and their parents/guardians to visit Balmer and gain an understanding of what students experience as a second grader at Balmer School. • Balmer Administration will work closely with the Administration at NMS to plan multiple opportunities for Grade 4 students and their parents/guardians to visit NMS and experience life as a fifth grader. 	Ongoing
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Northbridge Public Schools Goal /Objective #4: To strengthen the district’s relationship with the Northbridge community.

09-10	4.1 Balmer Administration will publicize upcoming events and accomplishments to the Northbridge Community	Balmer Administration and Staff	No cost	<ul style="list-style-type: none"> • The following events will be publicized on Channel 13, Balmer School Website, Balmer Newsletter and in some instances the Blackstone Valley Tribune: <ul style="list-style-type: none"> ○ Parent/Teacher Conferences ○ Report Cards and Progress Report distributions ○ School Celebrations ○ School Council meetings and agendas ○ Field trips ○ Random Act of Kindness recipients ○ Students chosen to go on the Walk With the Principal ○ BASE special events such as Mr. Magic, Animal show and geology demonstration ○ School vacations ○ Individual student and whole class achievements and accomplishments. 	Ongoing
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09-10	4.2 Balmer Administration will establish a program that will allow community access to resources within the Balmer School building after school hours.	Balmer Administration and Director of Buildings and Grounds	No cost	<ul style="list-style-type: none"> • Balmer Principal will work with the Director of Buildings and Grounds to formulate a plan to open Balmer School to the public in order to access its resources. • Community members will be allowed to access the following resources within Balmer School building: <ul style="list-style-type: none"> ○ Library ○ Computer Room ○ Gymnasium ○ Cafeteria 	Ongoing Ongoing
09-10	4.3 Balmer Administration will establish a program for which senior citizens can participate in Balmer School activities.	Balmer Principal and Assistant Principal	No cost	<ul style="list-style-type: none"> • Balmer Principal, working with the Director of the Senior Center, will implement a program that would encourage senior citizens to be involved in the following activities <ul style="list-style-type: none"> ○ Assist with lunch-time activities or eat lunch with students ○ Assist during spring field activities ○ Volunteer to read to children during school or during the after school program ○ Act as a greeter in the main lobby of Balmer School 	Ongoing
09-10	4.4 Balmer School will increase the use of technology to communicate with the Northbridge and other communities.	Balmer Administration and Staff	No cost	<ul style="list-style-type: none"> • Balmer Administration will increase the usefulness and effectiveness of the Balmer Website by continuously updating information. • The following information will be added to the Balmer Website: <ul style="list-style-type: none"> ○ Teacher and Administrator blogs ○ Webcasts which demonstrate daily events and activities ○ Links to useful websites for parents and students ○ Upcoming important events ○ Student and class accomplishments ○ School Council agendas and minutes 	Ongoing Ongoing

09-10	4.5 Balmer School will strengthen the Balmer After School Enrichment Program by additional enrichment activities that will meet the needs of all students.	BASE Director and Balmer Principal	No cost- BASE is self-sufficient	<ul style="list-style-type: none"> ● MCAS enrichment blocks ● Writers Workshop ● Robotics ● Athletic mini-camps 	Ongoing
09-10	4.6 Balmer School will support a district-wide music program.	Balmer Administration and Staff	\$215- Cost of Recorders	<ul style="list-style-type: none"> ● Balmer Music Program will implement a program where Grade 4 students will learn to play the recorder. ● Balmer Administration will encourage parents to participate in the Friends of Music booster club. 	Spring 2010

Northbridge Public Schools Goal /Objective #5: To support the consistent review and implementation of school committee policy.

09-10	<p>5.1 Balmer Administration will abide by and implement all Northbridge Public School Policy established by the Northbridge School Committee.</p>	Balmer Principal and Assistant Principal	No cost	<ul style="list-style-type: none"> • At the beginning of each school year, Balmer Principal and Assistant Principal will review all additions and amendments to the Northbridge Public Schools Policy Manual. • At the beginning of each school year, Balmer Administration will review with the Staff all pertinent Northbridge Public School Policies. • During each summer, the Balmer Administration will align the Balmer Parent/ Student Handbook with the Northbridge Public Schools Policy Manual created by the School Committee. 	Completed by September
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MCAS CPI Data FY09 District and State 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
MCAS CPI Data FY09 District and State 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

W. EDWARD BALMER ELEMENTARY SCHOOL
VISION STATEMENT

We would like our school to become a community where:

- Our collegiality embodies a sense of respect, leadership and pride
- Learning is exciting and ever evolving
- Curiosity, enthusiasm, individuality and diversity are valued
- Mental and physical wellness are encouraged and supported

Our community will reflect the belief that:

- Students, faculty and parents are responsible for working toward common goals
- Everyone's role is important in building a community of learners
- We work in an environment conducive to learning through site-based management

We are a school that believes all children can learn. We believe that it is our responsibility to answer the important questions regarding student learning:

- What is it we expect our students to learn?
- How do we know if they are learning it?
- How do we respond when they don't learn?

W. EDWARD BALMER ELEMENTARY SCHOOL
School Council Members

The following are the members of the 2009-2010 W. Edward Balmer School Council:

Mrs. Kate Dansereau	<i>Parent</i>
Mrs. Jen Haas	<i>Parent</i>
Mrs. Sheri Loring	<i>Parent</i>
Mrs. Heather Mawn	<i>Parent</i>
Mrs. Melissa Meryweather	<i>Parent</i>
Mr. TJ Wollen	<i>Parent</i>
Mrs. Eileen Pinoos(Alternate)	<i>Parent</i>
Mrs. Sarah Lanzillo	<i>Grade 3 Teacher</i>
Ms. Stephanie Racicot	<i>Grade 2 Teacher</i>
Mrs. Mary Sutton	<i>Grade 2 Teacher</i>
Mrs. Jane Labrie	<i>Grade 2 Teacher</i>
Mrs. Amy Boland	<i>Grade 3 Teacher</i>
Mr. John Zywiec	<i>Principal</i>

W. EDWARD BALMER ELEMENTARY SCHOOL
Class Size and Student/Teacher Ratio

The student/teacher ratio at the W. Edward Balmer School is as follows:

	Grade	Student	Teachers	Ratio
2	181	8	22.6/1	
3	192	9	21.3/1	
4	223	10	22.3/1	

Each grade level has four Special Education Inclusion classes. Special Education students are included in the **Students** data, however Special Education teachers are not included in the **Teachers** data.

At all times, an attempt is made not to exceed the guidelines specified in the Northbridge Teacher's Contract which states, "A maximum pupil classroom teacher ratio shall not exceed 25 to 1 whenever possible.

W. EDWARD BALMER ELEMENTARY SCHOOL
Plans for Dissemination of School Improvement Plan

In order to appropriately and effectively communicate the Balmer 2009-2010 School Improvement Plan to Staff, students, parents and the entire Balmer community, the SIP will be available for reading in the following places:

- Balmer School Main Office
- Balmer School Website
- Balmer School Library
- Parents will receive a copy upon request