

**NORTON PUBLIC SCHOOLS**  
**Norton Middle School**  
**School Improvement Plan**  
**2015 - 2018**



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## **Norton Middle School**

215 West Main Street

Norton, MA 02766

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### **District Mission Statement**

Guided by our Core Values, the Norton Public Schools, in an active partnership with the community, provides each student with a quality education fostering personal development and intellectual growth which prepares each student to contribute and succeed in a global society.

## ELEMENTS OF THE NORTON MIDDLE SCHOOL IMPROVEMENT PLAN

1. Plan is focused explicitly on instructional improvement and student learning; the plan drives school-level processes and practice.
2. The school improvement plan 1) aligns with the district improvement plan, 2) reflects input from all staff, 3) is based on data, 4) accurately reflects the academic, social, and emotional needs of students, and 5) sets actionable and measurable goals that target improvement.
3. Staff can state the school's mission, understand the school's improvement goals, and demonstrate a sense of ownership for both.
4. Identifies high-quality professional development as integral to implementing the school's improvement objectives
5. Identification of the budget and/or resources needed to implement the school's improvement plan and potential funding sources
6. Methods of coordinating, monitoring, reporting and evaluating the implementation of the school's improvement plan
7. Identification of the responsibilities of the school, school district, state and federal for supporting the implementation of the plan
8. Developed in conjunction with input and review by all stakeholders
9. Review and approval of the school's improvement plan by the Superintendent and School Committee

### **COORDINATION AND MONITORING:**

This school improvement plan will be monitored and coordinated by the Norton Middle School Principal in conjunction with the School Site Council. This plan will be reviewed by the principal in September of 2015 with the entire staff in order to outline goals and responsibilities. During each monthly School Council meeting, the principal shall inform the members of the Council regarding progress made towards goals and the financial status of the plan.

### **THREE-YEAR GOAL:**

- Return Norton Middle School to Level 1 accountability status or future equivalent
- Provide quality and successful educational experiences and outcomes thereby encouraging more students to remain in the Norton Public Schools
- Increase and improve student and staff use of technology in the educational setting for educational purposes.
- Create action plan to receive accreditation

**School Goal #1 - Academic Success for All Students**

<u>Objective</u>	<u>Person(s) Responsible</u>	<u>Action Steps / (Evidence)</u>	<u>Timeline</u>	<u>Evaluation</u>
<p>Provide high quality instruction and assessment that addresses individual student needs and focuses on closing achievement gaps while preparing all students for success after graduation. Meet Norton Middle School's targeted Composite Performance Index in English (2016 = 97.1, 2017 = 97.5, 2018 = 98) Math (2016 = 90.1, 2017 = 91.6, 2018 = 93).</p>	<ul style="list-style-type: none"> <li>• Curriculum Director</li> <li>• Principal</li> <li>• SPED Chair/Director</li> <li>• ELA/Math/Science/Technology Academic Coordinators</li> <li>• Content area Teachers</li> <li>• Reading Specialist</li> <li>• Learning Specialists</li> <li>• Team Leaders</li> <li>• Guidance</li> <li>• STEM Lab teacher</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a committee to review the NMS daily schedule. The committee will evaluate the current schedule and make recommendations for improvements</li> <li>• Develop a new mission statement specifically for Norton Middle School</li> <li>• Use a variety of assessment data to place students, monitor progress, and drive timely interventions as part of a system of tiered instruction</li> <li>• Apply supervision and evaluation tools that reflect teachers' use of standards and state frameworks with an understanding of how the middle grades student learns</li> <li>• Encourage, support and provide high quality professional development to staff in the area of instruction and assessment</li> <li>• Develop common rubrics tied to curricular objectives that align with the comprehensive local assessment plan</li> <li>• Development and use of common formative and benchmark assessments which are horizontally and vertically aligned</li> <li>• Leaders gather regularly and share evidence on school wide instructional practice through frequent classroom walkthroughs</li> <li>• Continue to provide life skills and counseling support programs for students</li> <li>• Review progress monitoring procedures for students at risk</li> <li>• Continue to utilize technology where appropriate to assist and improve instruction</li> </ul>	<p>12/15-9/16</p> <p>9/15 -5/16 9/15-6/18</p> <p>Yearly</p> <p>9/15-6/18</p> <p>9/15-6/17</p> <p>Yearly</p> <p>Yearly</p> <p>9/15-6/17</p> <p>9/15-6/16 9/15-6/18</p>	
<p>Create and maintain an effective least restrictive teaching environment for students with special needs whenever appropriate. Implement policies and procedures</p>	<ul style="list-style-type: none"> <li>• Curriculum Director</li> <li>• Principal</li> <li>• SPED Chair/Director</li> <li>• ELA/Math Teachers</li> <li>• Learning Specialists</li> <li>• Guidance</li> <li>• Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Develop schedule allowing for Learning Specialists to support students and teachers in the general education classes</li> <li>• Revise Individual Education Plans to reflect inclusion practices in grades 6-8 when appropriate.</li> <li>• Implement Response to Intervention system of tiered interventions</li> </ul>	<p>Yearly</p> <p>9/15-6/18</p> <p>9/15-6/18</p>	

<p>to provide supports and strategies for struggling students to be successful.</p>		<ul style="list-style-type: none"> <li>• Encourage, support and provide high quality professional development to staff in the area of effective co-teaching methods in an inclusion classroom</li> <li>• Ensure vertical alignment and continuity of special education services with sending school by meeting regularly to plan transitions.</li> <li>• Continue to utilize Reading Specialist at all grade levels</li> <li>• Continue to provide STEM Lab course at all grade levels</li> <li>• Implement targeted instruction during intervention and enrichment block</li> <li>• Utilize Wheaton College in class and homework club tutors</li> <li>• Provide academic extended day opportunities e.g. Homework Club and Lancer Academy (MCAS prep)</li> <li>• Use data and teacher referrals to identify struggling students</li> </ul>	<p>9/15-6/18</p> <p>Yearly</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>Yearly</p> <p>6/15-6/18</p> <p>6/15-6/18</p> <p>Yearly</p>	
<p>Utilize DESE data analysis tools and school based assessments in order to make informed data driven decisions</p>	<ul style="list-style-type: none"> <li>• Curriculum Director</li> <li>• Principal</li> <li>• SPED Chair/Director</li> <li>• ELA/Math Academic Coordinators</li> <li>• English/Math Teachers</li> <li>• Reading Specialist</li> <li>• Learning Specialists</li> <li>• Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Create annual assessment action plans using data to drive decision-making and to inform instruction.</li> <li>• Teachers and administrators, will individually and collaboratively, examine a range of evidence of student learning for the purpose of revising curriculum and improving instructional practice</li> <li>• Provide staff with detailed MCAS (or future state assessment) reports from which they can ascertain the performance of all students and student subgroups and determine specific areas of strengths and weaknesses</li> </ul>	<p>Yearly</p> <p>9/15-6/18</p> <p>Yearly</p>	

**Evaluation:    \*\*C=Completed            I=Implemented            P=Partially Implemented            O=Ongoing**

*School Goal #2- Enriching student learning experiences by expanding school programs.*

<u>Objective</u>	<u>Person(s) Responsible</u>	<u>Action Steps / (Evidence)</u>	<u>Timeline</u>	<u>Evaluation</u>
<p>To provide school based activities that offer additional opportunities for learning that extend beyond the classroom, including increased exposure to STEAM (science, technology &amp; engineering, arts, and mathematics) education and world languages.</p>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> <li>• Guidance</li> <li>• Teachers</li> <li>• Club/activity advisors</li> <li>• Coaches</li> <li>• Parents</li> <li>• School Nurse</li> </ul>	<ul style="list-style-type: none"> <li>• Explore schedule options that would allow music and band programs to be a regularly scheduled part of the school day program.</li> <li>• Explore schedule options and seek funding to support additional foreign language offerings.</li> <li>• Continue to offer interscholastic athletic opportunities for middle school students during each season.</li> <li>• Offer programs in association with other groups such as Norton High School, the Attleboro YMCA, the Norton Community Task Force, Wheaton College</li> <li>• Continue to offer a full range of clubs, activities and school wide events</li> </ul>	<p>9/15-6/16</p> <p>9/15-6/16</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/18</p>	

Evaluation:    \*\*C=Completed            I=Implemented            P=Partially Implemented            O=Ongoing

**School Goal #3 - Invest in our staff by providing targeted quality professional development. Formalize recruiting and hiring practices in order to attract, hire and retain exceptional candidates.**

<u>Objective</u>	<u>Person(s) Responsible</u>	<u>Action Steps / (Evidence)</u>	<u>Timeline</u>	<u>Evaluation</u>
<p>Provide meaningful, high quality professional development in research- based best middle level practices that are aligned to District goals.</p>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Curriculum Director</li> <li>• Academic Coordinators</li> <li>• Team Leaders</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Frequently survey faculty and staff regarding interests and needs</li> <li>• Provide time for teachers to collaborate by maintaining or increasing the amount of common planning time</li> <li>• Require teachers attending workshops, conferences etc. to report back to entire faculty/staff either orally or in writing</li> <li>• Encourage support and provide teachers with opportunities for peer observations to improve instructional strategies</li> <li>• Support the training and implementation of formative assessment techniques and strategies</li> <li>• Support and encourage teachers to complete requirements for middle level endorsement</li> <li>• Provide training/support to teachers to promote effective instructional practices (i.e. differentiated instruction, formative assessment techniques and strategies)</li> <li>• Tap into the vast knowledge and skill base of our staff in order to offer low or no cost professional development</li> </ul>	<p>9/15-9/16</p> <p>9/15-6/17</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/18</p>	
<p>Maintain a school organization and structure that promotes middle school best practice.</p>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Curriculum Director</li> <li>• Academic Coordinators</li> <li>• Team Leaders</li> <li>• Teachers</li> <li>• School Nurse</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize a building leadership team to collaborate on school-wide decision-making.</li> <li>• Provide opportunities for a student voice in school decisions when possible and appropriate</li> <li>• Develop and implement a flexible schedule organized around the teaming philosophy</li> <li>• Promote professional learning communities that focus on the needs of the early adolescent development</li> <li>• Build highly effective interdisciplinary teaching teams</li> <li>• Maintain effective vertical content teams lead by Academic Coordinators</li> <li>• Administration will seek faculty feedback and use feedback to guide decisions</li> </ul>	<p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/17</p> <p>9/16-6/17</p> <p>Yearly</p> <p>9/15-6/18</p> <p>Yearly</p>	



		<ul style="list-style-type: none"> <li>• Work with middle level state and regional agencies such as COMMLE and NELMS to increase training and expertise of staff in order to improve student learning</li> </ul>	9/15-6/18	
Attract and retain quality staff by recruiting and hiring exceptional candidates	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Curriculum Director</li> <li>• Academic Coordinators</li> <li>• Team Leaders</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Working within district guidelines, the principal recruits, deploys/redeploys, promotes, and retains those with qualifications and proven results in serving the school's mission</li> <li>• The principal utilizes the district's process for posting jobs and screening candidates to assemble an effective school team.</li> <li>• The principal works within district guidelines to effectively support or remove staff whose performance does not meet the needs of the school</li> <li>• The principal and other leaders clearly communicate to staff school wide expectations for performance</li> </ul>	<p>Yearly</p> <p>9/15-6/18</p> <p>Yearly</p> <p>9/15-6/18</p>	

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**School Goal # 4- Continue to be a source of pride for the community by building positive school culture and strong relationships with the school community.**

<u>Objective</u>	<u>Person(s) Responsible</u>	<u>Action Steps / (Evidence)</u>	<u>Timeline</u>	<u>Evaluation</u>
<p>Maintain a safe and respectful learning environment and create opportunities for the community to celebrate student achievements</p>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• Assistant Principal</li> <li>• School Resource Officer</li> <li>• Facilities Director</li> <li>• Guidance</li> <li>• Teachers</li> <li>• Bully Task Force</li> <li>• Parents</li> <li>• Custodians</li> <li>• Bus Drivers</li> <li>• School Nurse</li> </ul>	<ul style="list-style-type: none"> <li>• Continue regular examination of safety and security matters throughout the building and grounds.</li> <li>• Revise Norton Middle School student handbook</li> <li>• Leaders regularly assess the impact of policies, procedures, and programs on the academic and social environment, and revise them as needed.</li> <li>• Provide students with clear expectations and consequences for behavior</li> <li>• Consistently Enforce School rules and policies that are consistent with the Student Handbook and State guidelines</li> <li>• Identify students with chronic absenteeism and/or tardiness and implement plans for improvement</li> <li>• Bring in Speakers to discuss safe choices and responsible decision making</li> <li>• Establish a Middle School Bullying task force to address bullying, harassment and intimidation</li> <li>• Adopt measures that create and promote high expectations around behavior, academics, and other aspects of school culture</li> <li>• Engage all members of the learning community in decisions to promote a climate of inclusion and professionalism</li> <li>• Promote NMS success via the town newspaper, social media, and other methods.</li> <li>• Develop a Norton Middle School mission, core values and beliefs statement</li> <li>• Seek out and respond to feedback from outside evaluative organizations e.g. NELMS and NEASC on ways to improve our school.</li> </ul>	<p>Yearly</p> <p>9/15-6/16</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>Yearly</p> <p>9/15-6/16</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>9/15-6/18</p> <p>1/16-9/17</p> <p>1/17-6/18</p>	

**Evaluation:    \*\*C=Completed    I=Implemented    P=Partially Implemented    O=Ongoing**