SCHOOL IMPROVEMENT PLAN 2007 - 2008

Norwood Elementary School (4001)

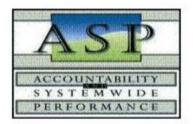
Feeder Pattern - Miami Norland Senior

Regional Center II

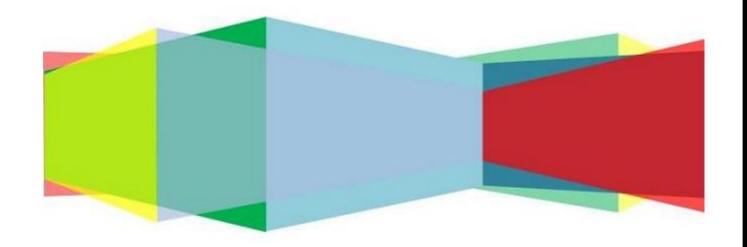
District 13 - Miami-Dade

Principal - Frances Daddario

Superintendent - Rudolph F. Crew, Ed.D.











EXECUTIVE SUMMARY

Norwood Elementary School was constructed in 1969 and is currently thirty-eight years old. The school is situated in the northern part of the county in a predominately middle class Black community located in the Norland Feeder Pattern. Twelve years ago, an addition was added to the already existing site in order to accommodate the needs of our Special Education population. Norwood services approximately 425 general education students, and 85 Special Education students, totaling 510 students with varying learning abilities ranging from gifted to autistic and profoundly mentally handicapped. The ethnic backgrounds of these students are: 91% Black, 5% Hispanic, 2% White Non-Hispanic, and 2% Asian/Indian Multiracial. Of these, 83% receive free or reduced meal benefits.

Norwood provides traditional instruction utilizing technology to enhance learning. Student learning is evidenced by Norwood's earning of an "A" for two consecutive years as reflected in school grade points. Norwood students who are at high risk on the Sunshine State Standards Benchmarks comprise a population of: 17% scoring a Level 1 in Reading, 11% scoring a Level 1 in Mathematics, 8% scoring a Level 1 in Writing and 45% scoring a Level 1 in Science. Students at moderate risk on the Sunshine State Standards Benchmarks comprise a population of: 13% scoring a Level 2 in Reading and Mathematics, 33% scoring a Level 2 in Writing, and 34% in Science scoring a level 2. Special attention is needed in our Students With Disabilities subgroup, the only subgroup not in compliance with NCLB.

Norwood Elementary School employs a total of 86 full-time and 21 part-time staff members. On this faculty, 59% have Bachelor's degrees, 33% of the instructional personnel have Master's degrees, 6% have Specialist degrees, and 2% Doctoral Degrees. Norwood Elementary School's faculty and staff is comprised of 107 employees; 29% White Non-Hispanic, 59% Black, 11% Hispanic, and 1% other. Of the 107 faculty and staff members, 21% are male and 79% are female. On average each class in the general education population from grades Pre-Kindergarten through third grade contains 14.55 students, whereas in fourth through fifth grades class size averages 19.62 students in the general education population. In our Special Education population class size averages 5 students to each teacher. Staff attendance has continued to improve meeting now 95.84%. The retention rate at this school is 2% of the total population, primarily in the third grade leaving a 98% promotion rate at this school.

Norwood encourages school involvement through our community partners such as the Miami Dolphins who honor our Student's of the Week, the Florida Marlins who routinely donate tickets to baseball games for our students, Invest In Our Children, a non-profit organization, Wal-Mart, Children's Trust, and Popeye's to name a few. In addition, the school receives funds from Title I to supplement academic programs, purchase computers, and fund after-school tutoring.

Through the YWCA, before/after school care is provided. Additionally, extended day tutorial services are provided for selected students as well as extra curricular clubs such as the art club, chess, choir and a string ensemble.

As an "A" school, Norwood has many strengths. To begin with, coaching and mentoring of teachers new to the school has been effective in assuring the high quality of teachers at Norwood. Additionally, motivational activities and consistent monitoring of progress has been an integral part of our school culture. Using data to monitor student progress is one of our most important strengths. Another strength is modeling and discussion of best practices this has been a powerful instructional tool for teachers and students alike. Professional development provided by the district and consultants have also proven to be a valuable resource. Furthermore, the school's ability to establish and foster relationships with local businesses is a strength. Finally, Norwood's commitment to update technology, as funds become available, is a strength that facilitates both teaching and learning.

However, as with any school there are always concerns. One of our newest concerns is that we have received a large influx of students from other schools. They will need to be assimilated into our school culture and the rigorous requirements of our courses. Monetary issues are always a concern. In another vane, curriculum concerns are variant depending on the grade level. In reading, for third grade reference and research skills are an area of concern, in fourth grade vocabulary is an area of concern, and in fifth grade vocabulary and main idea are areas of concern. In mathematics, for third grade measurement is an area of concern, in fourth grade data analysis and algebraic thinking are areas of concern, and in fifth grade number sense and measurement are areas of concern. In writing, the new multiple choice component is an area of concern and in science all areas are in need of strengthening.

Norwood could not do all that it does successfully without funding. Our students have benefited from the Dell TechKnow grant, Qualified Zone Academy Bonds (QZAB), and inclusion grants. We are also benefiting from Title I funding.

Given instruction based on the Sunshine State Standards, the number of students meeting high standards in grades 3-5 will increase by 5 percentage points on the 2008 administration of the FCAT Reading Test as compared to the 2007 administration of the FCAT Reading Test

Given instruction based on the Sunshine State Standards, Students With Disabilities (SWD) will increase their reading skills as evidenced by 95% of(SWD) tested on the 2008 administration of the Florida Alternative Assessment Report (F.A.A.R.).

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Given instruction based on the Sunshine State Standards, the number of students meeting high standards in grades 3-5 will increase by 5 percentage points on the 2008 administration of the FCAT Mathematics Test as compared to the 2007 administration of the FCAT Mathematics Test.

Given instruction based on the Sunshine State Standards, Students With Disabilities will increase their mathematical skills as evidenced by 95% of students tested on 2008 administration of the Florida Alternative Assessment Report.(F.A.A.R.)

Given instruction based on the Sunshine State Standards, students in grade 4 will improve their writing skills as evidenced by a 5 percentage point increase in the percent of students achieving high standards on the 2008 administration of the FCAT Writing+.

Given instruction based on the Sunshine State Standards, the percent of students meeting high standards in grade 5 will increase from 26% to 51% on the 2008 FCAT Science Test.

Given the school-wide emphasis on parental and community involvement, the school will demonstrate an increase of 10 percentage points in the number of parents connected to the parent portal as evidenced by comparing the number of parents signed up on the parent internet viewer in 2008 as compared to the number of parents signed up on the parent internet viewer in 2007.

Given an emphasis on a safe and orderly environment student's perception of safety at school will be increased by 5 percentage points as evidenced by the students agreement to the statement, "I feel safe at my school," on the 2008 Student Climate Survey as compared to the 2007 Student Climate Survey.

Given instruction based on the Sunshine State Standards, students in grades 2-5 will increase their usage of technology as measured by a 10% increase in the percentage of students utilizing various technological programs.

Given instruction based on the Sunshine State Standards, students in grades 4 and 5 will maintain their fitness levels as demonstrated by 97% of students receiving a Silver or Gold award on the 2007-08 FITNESSGRAM.

Given that student achievement and student involvement in extra curricular activities/clubs are directly related, it is the objective of Norwood Elementary to expand their elective course offerings from 1 to 4 as evidenced by a list of the extra curricular activities offered in 2008 as compared to a list of the extra curricular activities offered in 2007.

Norwood Elementary School will improve its ranking on the State of Florida ROI index publication from the 4th percentile in 2005 to the 5th percentile on the next publication of the index.

As a result of the Organizational Performance Improvement Snapshot survey tool staff members identified two areas of opportunity for improvement. One of the areas involves soliciting ideas from all staff members and the other involves informing staff members how the school is doing financially. Both of these items were the only items that scored below a 4.0 on the rubric. In order to address these items, the school will venture to survey staff more frequently to solicit ideas for implementation and the school will prepare reports for the staff to see how the school is doing financially.

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MIAMI-DADE COUNTY PUBLIC SCHOOLS

VISION

We are committed to provide educational excellence for all.

MISSION

We provide the highest quality education so that all of our students are empowered to lead productive and fulfilling lives as lifelong learners and responsible citizens.

CORE VALUES

Excellence

We pursue the highest standards in academic achievement and organizational performance.

Integrity

We build positive relationships through honesty, respect and compassion, which enhance the selfesteem, safety, and well-being of our students, families and staff.

Equity

We foster an environment that serves all students and aspires to eliminate the achievement gap.

Citizenship

We honor the diversity of our community by working as a team to ensure the educational success of all of our students and recognize that our obligations go beyond our professional responsibilities to promote democratic principles.

4001 - NORWOOD ELEMENTARY SCHOOL

VISION

The vision of Norwood Elementary School is to create a learning climate where students, teachers, parents, community members and administrators feel welcome and confident. These stakeholders will be able to access and utilize technology to enhance teaching and learning which will result in improved academic achievement and narrowing of the achievement gap. Therefore, students will be prepared to compete in an ever-changing global society.

MISSION

The mission of Norwood Elementary School is to prepare ALL students to be academically successful in meeting the challenges of the Sunshine State Standards. The school will ensure that the achievement gap between the learners is narrowed and that the achievement level among all students continues to rise. Additionally, Norwood will continue to provide stakeholders with the most current materials and resources.

CORE VALUES

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Excellence

We pursue the highest standards in academic achievement.

Integrity

We build positive relationships through honesty, respect and compassion, which enhance the selfesteem, safety, and well-being of our students, families and staff.

Equity

We foster an environment that serves all students and aspires to eliminate the achievement gap.

Citizenship

We honor the diversity of our community by working as a team to ensure the educational success of all of our students and recognize that our obligations go beyond our professional responsibilities to promote democratic principles.

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School Demograhics

Facility/ Community

Norwood Elementary School was constructed on 10 acres in 1969 and is currently thirty-eight years old. The school is situated in the northern part of the county in a predominately middle class Black community located in the Norland Feeder Pattern. Twelve years ago, an addition was added to the already existing site in order to accommodate the needs of our special education population. Currently there are two renovations underway. One is the Americans with Disabilities Act bathroom compliance project. The other is a fire alarm upgrade.

Student Demographics

Norwood services approximately 425 VPK-fifth grade general education students, and 85 Pre-K-sixth grade special education students, totaling 510 students with varying learning abilities ranging from gifted to autistic and profoundly mentally handicapped. The ethnic backgrounds of these students are: 91% Black, 5% Hispanic, 2% White Non-Hispanic, and 2% Asian/Indian Multiracial. Of these, 83% receive free or reduced meal benefits.

Norwood provides traditional instruction utilizing technology to enhance learning. Student learning is evidenced by Norwood's earning of an "A" for two consecutive years as reflected in school grade points. Norwood students who are at high risk on the Sunshine State Standards Benchmarks comprise a population of: 17% scoring a Level 1 in Reading, 11% scoring a Level 1 in Mathematics, 8% scoring a Level 1 in Writing and 45% scoring a Level 1 in Science. Students at moderate risk on the Sunshine State Standards Benchmarks comprise a population of: 13% scoring a Level 2 in Reading and Mathematics, 33% scoring a Level 2 in Writing, and 34% in Science scoring a level 2. Special attention is needed in our Students With Disabilities subgroup, the only subgroup not in compliance with NCLB.

Unique Aspects Advantages:

Norwood Elementary has unique aspects in that we are a small school with a great leadership team in place. On-going professional development is embedded through the use of coaching and mentoring teachers. Frequent data chats and progress monitoring generates an instructional focus. Motivational activities and incentives are offered to students for improving academics.

Unique Aspects Areas of Concern:

Norwood was delineated as a School of Choice this year and received additional students from other schools. Availability of classroom space was a challenge as new classrooms had to be established and set up. Another area of concern is the new requirement of the FCAT Writing+ Assessment.

Teacher Demographics

Norwood Elementary School benefits from the leadership of Ms. Frances A. Daddario, Principal. Our Leadership Team consists of the following members; Ms. Collette Richardson, Assistant Principal, Ms. Miriam Walker, Program Specialist, Mrs. Janine Townsley, Reading Coach, Ms. Latoya James First/Second Grade Chairperson, Ms. Jennifer Garcia, Third/Fourth Grade Chairperson, Mrs. Erica Driver, Kindergarten/Fifth Grade Chairperson, Mrs. Lourdes Castillo, Special Education Chairperson, and Mrs. Yashyawa Joseph, Professional Development Liason/Educational Excellence School Advisory Council Chairperson. Norwood employs a total of 86 full-time and 21 part-time staff members. On this faculty, 59% have Bachelor's degrees, 33% of the instructional personnel have Master's degrees, 6% have Specialist degrees, and 2% Doctoral Degrees. Norwood Elementary School's faculty and staff is comprised of 107 employees; 29% White Non-Hispanic (35), 59% Black (58), 11% Hispanic (13), and 1% other (1). Of the 107 faculty and staff members, 21% are male (18) and 79% are female (89). At this time there are no vacancies. The nurturing culture and the open door policy of Norwood Elementary School's leadership team creates a desire within our teachers to remain at this location.

Class Size/Teacher-to Student Ratio

On average, classes in grades Pre-Kindergarten through third grade contain 14.55 students, and in fourth through fifth grade classes average 19.62 students.

K- 18

1st- 20

2nd- 16

3rd- 15

4th- 16

5th- 17

Attendance Rate

Teacher attendance has increased from 95.69% in 2005-2006 to 95.84% in 2006-2007. Student attendance has increased from 95% in 2005-2006 to 95.56% in 2006-2007.

Retention Rate

The retention rate at this school is 2% of the total population, primarily in the third grade leaving a 98% promotion rate at this school.

Feeder Pattern

Norwood Elementary is part of the Norland Feeder Pattern comprised of eleven schools, eight elementary schools, two middle schools and one senior high school. Our students transition to Norland Middle School and Norland Senior High School.

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Special Programs

Norwood Elementary is a Title I funded school. We have an Academic Excellence Program, Gifted, after school tutorials, Profoundly Mentally Handicapped cluster, Autistic cluster, Chess Team, String Orchestra, Future Educators of America, Dell TechKnow, Safety Patrols, Art Club, and School Choir.

School Community

Norwood encourages school involvement through our community partners such as the Miami Dolphins who honor our Students of the Week, the Florida Marlins who routinely donate tickets to baseball games for our students, Invest In Our Children, a non-profit organization, which donates time to mentor students and school supplies, Children's Trust Fund, who sponsors the Parent Academy, and Popeye's who donates chicken for reading incentives. In addition, the school receives funds from Title I to supplement academic programs, purchase computers, and fund after-school tutoring.

Grants

Norwood could not do all that it does successfully without funding. The Dell TechKnow grant provides an after school hands-on computer building program for students. Upon completion of the program students may take the computer home for personal use with a free year of internet access. Qualified Zone Academy Bonds (QZAB) allow us to expand and keep current with technology. Inclusion grants afford us the ability to purchase personnel to facilitate special education students participating in the general classroom setting. Title 1 funds are used to purchase additional personnel and supplemental instructional materials.

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School Foundation

Leadership:

In general, the school staff is confident in the leadership team at our school as indicated by an average score in excess of four points on a five point scale in the leadership category on the Organizational Performance Improvement Snapshot Survey (OPIS) tool.

District Strategic Planning Alignment:

In this area, Norwood's average was again in excess of four points on a five point scale demonstrating satisfaction. One area of concern involved soliciting ideas from all staff members as we chart our future course. This was one of two areas that was slightly below a four on the Organizational Performance Improvement Snapshot Survey (OPIS) tool.

Stakeholder Engagement:

Survey results again yield that we are aware of our customers wants and needs and striving to meet them. This was demonstrated by an average score in excess of four points on a five point scale on the Organizational Performance Improvement Snapshot Survey (OPIS) tool.

Faculty & Staff:

In general, the school staff is confident in the team at our school as indicated by an average in excess of four points on a five point scale in the human resources category on the Organizational Performance Improvement Snapshot Survey (OPIS) tool.

Data/Information/Knowledge Management:

As a result of the survey it is obvious that Norwood's staff is comfortable with the data and information they recieve. This category indicates an average in excess of four points on a five point scale on the Organizational Performance Improvement Snapshot Survey (OPIS) tool.

Education Design:

This is another area that Norwood has successfully addressed with scores again averaging over four points on a five point scale. Everyone has what they need to do their job successfully on the Organizational Performance Improvement Snapshot Survey (OPIS)

Performance Results:

In general Norwood did well in this area with an average in excess of four points on a five point scale. However there was an area that was slightly less than four points on a five point scale thus it became an area of concern and it has to do with keeping the faculty and staff members aware of how the school is doing financially.

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Schools Graded 'C' or Below

Professional Development:
<u>Disaggregated Data :</u>
Informal and Formal Assessments:
Alternative Instructional Delivery Methods :





Schools Offering Primarily Grades 6 through 12

Secondary School Redesign (new State requirement, Sec. 1003.413, F.S.):

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Reading Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓	>	>	>	•

Miami-Dade County Public Schools District Strategic Plan

Ensure achievement of high academic standards by all students.	Develop our students so that they are able to successfully compete in the global economy.	Actively engage family and community members to become our partners in raising and maintaining high student achievement.	Reform business practices to ensure efficiency, effectiveness and high ethical standards.	Recruit, develop and retain high- performing, diverse, and motivated faculty and staff.
✓	•	>	>	•

Reading Statement

All students will be able to read on or above grade level.

Needs Assessment

Given that last year 67% of the students in grades 3 through 5 met high standards, 61% made learning gains and 58% made adequate progress, it is the objective of Norwood Elementary to continue this trend of high achievement in Reading. An analysis of cluster content scores revealed the following areas in need of strengthening. For third grade reference and research skills are areas of concern, in fourth grade vocabulary is an area of concern, and in fifth grade vocabulary and main idea are areas of concern.

Given that last year the Students With Disabilities' subgroup did not meet adequate yearly progress because not enough of the Students with Disabilities were tested. It is the objective of Norwood Elementary School to provide instruction to assure that all students with disabilities can be tested.

NCLB Subgroup Target

TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NATIVE AMERICAN	F/R LUNCH	LEP	SWD
								>

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Measurable Objective

Given instruction based on the Sunshine State Standards, the number of students meeting high standards in grades 3-5 will increase by 5 percentage points on the 2008 administration of the FCAT Reading Test as compared to the 2007 administration of the FCAT Reading Test

Given instruction based on the Sunshine State Standards, Students With Disabilities (SWD) will increase their reading skills as evidenced by 95% of (SWD) tested on the 2008 administration of the Florida Alternative Assessment Report (F.A.A.R.).

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Utilize the Miami-Dade County Public School's K-12 Comprehensive Research Based Reading Plan.	Principal, Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	District-wide Literacy Plan	0
Utilize information gathered from periodic assessments to diagnose and facillitate teacher's emphasis for instruction through professional learning communities.	Principal, Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	Continuous Improvement Model	0
Provide motivational activities for reading logs, Reading Plus, and Accelerated Reader.	Assistant Principal, Reading Coach, Media Specialist	08/20/2007	0605/2008	Education Innovation	1000
Provide support to teachers through staff development and on -site individual assistance from the Reading Coach.	Assistant Principal, Reading Coach	08/20/2007	06/05/2008	District-wide Literacy Plan	60000
Provide extended day program twice a week to at least the lowest 25% of students.	Principal, Assistant Principal, Reading Coach, and Teachers.	01/08/08	03/06/2008	Academic Enrichment Opportunities	0
Implement and monitor student progress using Houghton Mifflin Reading Series, Voyager Passport, Early Success, Soar to Success, DIBELS, Reading Plus, Breakthrough to Literacy and Homeroom.com.	Principal, Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	Exchange Meaningful Information	3000
Provide small group instruction to all students.	Principal, Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	Academic Enrichment Opportunities	4000
Provide a parent workshop based on the Sunshine State Standards.	Assistant Principal, Reading Coach, Teachers	08/20/2007	03/11/2008	Exchange Meaningful Information	0

Research-Based Programs

- Houghton Mifflin Reading Series
- Voyager Passport
- Soar to Success
- Early Success
- Reading Plus
- Breakthrough to Literacy

Professional Development

- Reading Plus
- Homeroom.com
- Houghton Mifflin
- Voyager
- Accelerated Reader
- STAR Diagnostic Reading Test
- DIBELS
- Breakthrough to Literacy
- Coach Teachers
- Conduct demonstration lessons

Evaluation

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- Weekly and monthly in-house assessments
- District provided interim assessments
- Quarterly Grades
- 2007-08 administration of the FCAT Reading

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Mathematics Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓	>	>	>	•

Miami-Dade County Public Schools District Strategic Plan

Ensure achievement of high academic standards by all students.	Develop our students so that they are able to successfully compete in the global economy.	Actively engage family and community members to become our partners in raising and maintaining high student achievement.	Reform business practices to ensure efficiency, effectiveness and high ethical standards.	Recruit, develop and retain high- performing, diverse, and motivated faculty and staff.
•	•	>		•

Mathematics Statement

All students will be able to function on or above grade level in mathematics.

Needs Assessment

Given that last year 77% of students in grades 3 through 5 met high standards, 75% made learning gains, and 77% of the students made adequate progress, it is the objective of Norwood Elementary to continue this trend of high achievement in Mathematics. An analysis of cluster content scores revealed the following areas in need of strengthening. Third grade could benefit from instruction in measurement, fourth grade data analysis and algebraic thinking are in need of strengthening, and in fifth grade number sense and measurement are in need of strengthening.

Given that last year the Students With Disabilities' subgroup did not meet adequate yearly progress because not enough of the students with disabilities were tested, it is the objective of Norwood Elementary School to provide instruction to assure that all students with disabilities can be tested.

NCLB Subgroup Target

TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NATIVE AMERICAN	F/R LUNCH	LEP	SWD
✓								

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Measurable Objective

Given instruction based on the Sunshine State Standards, the number of students meeting high standards in grades 3-5 will increase by 5 percentage points on the 2008 administration of the FCAT Mathematics Test as compared to the 2007 administration of the FCAT Mathematics Test.

Given instruction based on the Sunshine State Standards, Students With Disabilities will increase their mathematical skills as evidenced by 95% of students tested on 2008 administration of the Florida Alternative Assessment Report.(F.A.A.R.)

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Provide Homeroom.com and FCAT Explorer accounts to students in grades 3-5.	Assistant Principal, Teachers	08/20/2007	06/05/2008	Academic Enrichment Opportunities	3000
Utilize the ACALETICS Mathematics Program that encompasses the skills specified in the Competency Based Curriculum and Florida Sunshine State Standards.	Principal, Assistant Principal, Teachers	08/20/2007	06/05/2008	Academic Enrichment Opportunities	30000
Provide extended day program twice a week to at least the lowest 25% of students.	Principal, Assistant Principal, Teachers	01/08/2008	03/06/2008	Continuous Improvement Model	3000
Utilize information gathered from periodic assessments to diagnose and facilitate teacher's emphasis for instruction.	Principal, Assistant Principal, Teachers	08/20/2007	06/05/2008	Exchange Meaningful Information	0
Provide daily practice on the Mathematics Sunshine State Standards.	Assistant Principal, Teachers	08/20/2007	06/05/2008	Continuous Improvement Model	0
Provide a parent workshop based on the Sunshine State Standards.	Assistant Principal, Teachers	08/20/2007	06/05/2008	Exchange Meaningful Information	0

Research-Based Programs

- Harcourt Mathematics Series
- ACALETICS Program
- Homeroom.com

Professional Development

- Attend workshops sponsored by the District
- Attend ACALECTICS implementation in-services
- Receive coaching from ACALETICS
- Observe model classroom demonstrations
- Attend training on Homeroom.com

Evaluation

- Weekly and monthly in house assessments
- District provided interim assessments
- Quarterly Grades
- 2007-08 administration of the FCAT Mathematics

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Writing Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓	>	✓	✓	•

Miami-Dade County Public Schools District Strategic Plan

Ensure achievement of high academic standards by all students.	Develop our students so that they are able to successfully compete in the global economy.	Actively engage family and community members to become our partners in raising and maintaining high student achievement.	Reform business practices to ensure efficiency, effectiveness and high ethical standards.	Recruit, develop and retain high- performing, diverse, and motivated faculty and staff.
✓	•	>	>	•

Writing Statement

All students will be able to communicate effectively through writing.

Needs Assessment

Given that last year 88% of students in grade 4 scored at or above a 3.5 on the narrative and expository writing prompt and 64% of students met high standards on the FCAT Writing + Assessment, it is the objective of Norwood Elementary School to increase students' ability to draft, understand the usage of conventions in writing, their purposes, and be able to edit writing for conventions.

NCLB Subgroup Target

TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NATIVE AMERICAN	F/R LUNCH	LEP	SWD
•								

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Measurable Objective

Given instruction based on the Sunshine State Standards, students in grade 4 will improve their writing skills as evidenced by a 5 percentage point increase in the percent of students achieving high standards on the 2008 administration of the FCAT Writing+.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Provide portfolio assessment that reflects various writing samples.	Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0
Utilize the Reading Coach to provide demonstrations, coaching and in-service trainings on the writing process for teachers.	Assistant Principal, Reading Coach	08/20/2007	06/05/2008	Exchange Meaningful Information	0
Utilize information gathered from monthly writing samples to diagnose and to guide the teacher's focus of instruction.	Principal, Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	District-wide Literacy Plan	0
Provide a parent workshop based on the Sunshine State Standards.	Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	Exchange Meaningful Information	0
Utilize Homeroom.com, Practice for FCAT Writing+, and Writing Performance Counts to assist in the teaching of conventions, author's purpose, and editing.	Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	District-wide Literacy Plan	716

Research-Based Programs

• Houghton Mifflin Reading Series

Professional Development

- Provide in-services for teachers
- Coach teachers
- Conduct demonstration lessons

Evaluation

- Monthly writing samples
- Quarterly Grades
- 2007-08 administration of FCAT Writing+ Assessment

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Science Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓	>	>	>	•

Miami-Dade County Public Schools District Strategic Plan

Ensure achievement of high academic standards by all students.	Develop our students so that they are able to successfully compete in the global economy.	Actively engage family and community members to become our partners in raising and maintaining high student achievement.	and high ethical	Recruit, develop and retain high- performing, diverse, and motivated faculty and staff.
✓	•	>	>	•

Science Statement

Increase the the number of students meeting high standards in science.

Needs Assessment

Last year at Norwood Elementary School, 26% of the 5th grade students met high standards. It was noted that the areas of Earth/Space Science, Life Sciences and Scientific Thinking were in need of improvement.

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Measurable Objective

Given instruction based on the Sunshine State Standards, the percent of students meeting high standards in grade 5 will increase from 26% to 51% on the 2008 FCAT Science Test.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Provide hands-on investigational activities that give students an opportunity to apply their scientific knowledge.	Principal, Assistant Principal, Teachers, Media Specialist	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0
Implement new Scott Foresman science series.	Principal, Assistant Principal, Teachers	08/20/2007	06/05/2008	Academic Enrichment Opportunities	20000
Correlate multi-media activities to science instruction through videos in the media center.	Assistant Principal, Teachers, Media Specialist	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0
Utilize science pacing guide to drive instruction.	Assistant Principal, Teachers	08/20/2007	06/05/2008	District-wide Literacy Plan	0
Model the scientific process to ensure students can use the scientific method.	Assistant Principal, Teachers	08/20/2007	06/05/2008	District-wide Literacy Plan	0
Analyze monthly assessments and target areas that demonstrate a need for improvement.	Assistant Principal, Teachers	08/20/2007	06/05/2008	District-wide Literacy Plan	0

Research-Based Programs

• Scott Foresman Science Series

Professional Development

- · Attend district sponsored professional development
- Participate in region level workshops
- Attend school level workshops on the new Scott Foresman Science Series

Evaluation

- Monthly in-house science assessments
- Quarterly Grades
- 2007-08 of FCAT Science assessment

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Parental Involvement Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓	>	✓	✓	•

Miami-Dade County Public Schools District Strategic Plan

Ensure achievement of high academic standards by all students.	Develop our students so that they are able to successfully compete in the global economy.	Actively engage family and community members to become our partners in raising and maintaining high student achievement.	Reform business practices to ensure efficiency, effectiveness and high ethical standards.	Recruit, develop and retain high- performing, diverse, and motivated faculty and staff.
•	•	>		•

Parental Involvement Statement

The school will provide increased opportunities for parents to be involved in their children's education.

Needs Assessment

Research shows that there is a direct correlation between student achievement and parental involvement. Norwood is situated in a working community. With ever increasing demands on parents' time, it is difficult for parents to get involved in school activities. Thus, we will increase by 10% the number of parents utilizing the Miami-Dade County Public Schools' Parent Portal.

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Measurable Objective

Given the school-wide emphasis on parental and community involvement, the school will demonstrate an increase of 10 percentage points in the number of parents connected to the parent portal as evidenced by comparing the number of parents signed up on the parent internet viewer in 2008 as compared to the number of parents signed up on the parent internet viewer in 2007.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Utilize a community involvement specialist to reach out to parents.	Assistant Principal, Community Involvement Specialist, Counselor	08/20/2007	06/05/2008	Seamless PreK- 12 Curriculum	1000
Utilize flyers, newsletters, mydadeschools.net, ConnectEd Messaging System, and the marquee to keep parents aware of school based activities.	Principal, Assistant Principal, Community Involvement Specialist, Teachers, Counselor	08/20/2007	06/05/2008	Exchange Meaningful Information	500
Provide training to parents on how to access the Parent Internet Viewer, so that they may be able to keep current on information pertaining to their child's progress no matter their location.	Assistant Principal	08/20/2007	06/05/2008	Exchange Meaningful Information	0
Provide pertinent materials and information to parents.	Assistant Principal, Community Involvement Specialist, counselor	08/20/2007	06/05/2008	Seamless PreK- 12 Curriculum	0

Research-Based Programs

Not applicable

Professional Development

Not applicable

Evaluation

•Log the number of parents utilizing the Parent Internet Viewer

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Discipline & Safety Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓		>	>	

Miami-Dade County Public Schools District Strategic Plan

Ensure achievement of high academic standards by all students.	Develop our students so that they are able to successfully compete in the global economy.	Actively engage family and community members to become our partners in raising and maintaining high student achievement.	Reform business practices to ensure efficiency, effectiveness and high ethical standards.	Recruit, develop and retain high- performing, diverse, and motivated faculty and staff.
•	✓	>	▼	

Discipline & Safety Statement

The school will provide a safe and disciplined environment for all students.

Needs Assessment

Given the results of the 2006-07 Student Climate Survey, 84% of students agreed with the statement, "I feel safe at my school". A decrease of 13 percentage points from the 2005-06 Student Climate Survey. Thus, it is the objective of Norwood to increase students feelings of safety while at school.

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Measurable Objective

Given an emphasis on a safe and orderly environment student's perception of safety at school will be increased by 5 percentage points as evidenced by the students agreement to the statement, "I feel safe at my school," on the 2008 Student Climate Survey as compared to the 2007 Student Climate Survey.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Implement a peer counseling program schoolwide.	Assistant Principal, Counselor	08/20/2007	06/05/2008	Education Innovation	0
Develop procedures for crisis management with the Critical Response Team.	Principal, Assistant Principal	08/20/2007	06/05/2008	Safe and High- quality Facilities	0
Conduct 10 fire drills and 2 lockdown drills to assure student safety during times of danger.	Principal, Assistant Principal	08/20/2007	06/05/2008	Safe and High- quality Facilities	0
Participate in the Walk Safe Program, Red Ribbon Campaign, Stop the Violence Pledge, Child Abuse and Prevention and Bullying Prevention programs.	Assistant Principal, School Psychologist, Counselor, Teachers	08/20/2007	06/05/2008	Student Wellness	0

Research-Based Programs

Not applicable

Professional Development

Monthly counselor professional development sessions. Critical Incident Team professional development sessions.

Evaluation

• 2007-08 School Climate Survey

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Technology Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓			>	•

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•	✓	>		

Technology Statement

The school increase will increase their use of technology.

Needs Assessment

Given that Norwood Elementary School is equipped to access the internet in all classrooms and that there are technological programs that the school or district has provided for students to reinforce and strengthen learning, it is the objective of Norwood Elementary School to utilize these resources.

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Measurable Objective

Given instruction based on the Sunshine State Standards, students in grades 2-5 will increase their usage of technology as measured by a 10% increase in the percentage of students utilizing various technological programs.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Implement the Dell TechKnow Program with select fifth grade students in an after-school setting.	Assistant Principal, Teacher	10/2/2007	06/05/2008	Academic Enrichment Opportunities	0
Utilize RiverDeep provided by the district for the general education and autistic students.	Assistant Principal, Teachers	08/20/2007	06/05/2008	District-wide Literacy Plan	0
Utilize Homeroom.com by the Princeton Review, Reading Plus, and FCAT Explorer by the Florida Department of Education in grades 3-5.	Assistant Principal, Teachers	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0
Utilize a wireless internet capable computer lab.	Principal, Assistant Principal, Computer Technician	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0
Utilize Accelerated Reader, STAR Diagnostic Reading Test, the Renaissance Classroom Response System and Lexia's Phonics Based Reading programs.	Assistant Principal, Reading Coach, Teachers	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0

Research-Based Programs

River Deep Princeton Review Reading Plus Accelerated Reader

Professional Development

- Reading Plus
- Homeroom.com
- Accelerated Reader
- STAR Diagnostic Reading Program
- FCAT Explorer
- Dell TechKnow training
- RiverDeep
- BreakThrough to Literacy
- EduSoft
- District required applications
- •Lexia

Evaluation

. Usage reports from various programs will be used to evaluate this objective

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Health & Physical Fitness Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓			>	•

Miami-Dade County Public Schools District Strategic Plan

Ensure achievement of high academic standards by all students.	Develop our students so that they are able to successfully compete in the global economy.	Actively engage family and community members to become our partners in raising and maintaining high student achievement.	and high ethical	Recruit, develop and retain high- performing, diverse, and motivated faculty and staff.
✓	•	>		•

Health & Physical Fitness Statement

The school will promote the overall health and fitness of students.

Needs Assessment

Given the increased incidence of childhood obesity and the sedentary lifestyles that more and more Americans are leading today, it is important for students to be healthy and fit in order to maximize learning and have a healthy lifestyle. Last year, 97% of students earned an award for fitness.

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Measurable Objective

Given instruction based on the Sunshine State Standards, students in grades 4 and 5 will maintain their fitness levels as demonstrated by 97% of students receiving a Silver or Gold award on the 2007-08 FITNESSGRAM.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Schedule students for 150 minutes a week of physical education with a certified instructor.	Principal, Assistant Principal	08/20/2007	06/05/2008	Student Wellness	0
Provide health and fitness literature to students and parents.	Assistant Principal, Teachers	08/20/2007	06/05/2008	Student Wellness	0
Invite guest speakers for fitness presentations.	Assistant Principal	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0
Schedule three 15 minute recess breaks per week as per district guidelines.	Assistant Principal, Teachers	08/20/2007	06/05/2008	Student Wellness	0
Purchase materials for the instructor to utilize in increasing students physical fitness levels.	Principal, Assistant Principal	08/20/2007	06/05/2008	Seamless PreK- 12 Curriculum	500

Research-Based Programs

Not applicable

Professional Development

•Participate in district sponsored in-services

Evaluation

•2007-08 FITNESSGRAM

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Electives & Special Areas Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
	✓				•

Miami-Dade County Public Schools District Strategic Plan

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	✓	✓		

Electives & Special Areas Statement

All students will be given the opportunity to pursue areas of interest and special talents.

Needs Assessment

Given that there is a direct correlation between student involvement with school based activities and student performance, it is the objective of Norwood to develop and implement additional course offerings.

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Measurable Objective

Given that student achievement and student involvement in extra curricular activities/clubs are directly related, it is the objective of Norwood Elementary to expand their elective course offerings from 1 to 4 as evidenced by a list of the extra curricular activities offered in 2008 as compared to a list of the extra curricular activities offered in 2007.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Implement fine arts after school programs for selected studetns.	Assistant Principal, Sponsors	08/20/2007	06/05/2008	Academic Enrichment Opportunities	300
Implement and audio-visual club before school for students in grade 3-5.	Assistant Principal, Sponsors	08/20/2007	06/05/2008	Academic Enrichment Opportunities	0
Provide students with the opportunity to attend a minimum of one fieldtrip to learn about their preferred extra curricular activity and /or club.	Assistant Principal, Sponsors	10/03/2007	06/05/2008	Academic Enrichment Opportunities	500
Utilize resources to improve existing chess club.	Assistant Principal, Chess Club Sponsor	09/04/2007	06/05/2008	Academic Enrichment Opportunities	0
Increase students' technology skills through Dell Techknow computer classes.	Assistant Principal, Sponsors	10/23/2007	06/05/2008	Academic Enrichment Opportunities	0
Engage students in a character building program entitled Learning for Life.	Assistant Principal, Counselor, Teacher	08/20/2007	06/05/2008	Education Innovation	0

Research-Based Programs

Not applicable

Professional Development

- Participate in district sponsored in-services
- Participate in district competitions

Evaluation

List of extra-curricular clubs and activities offered.

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Return On Investment Goal

Alignment of Objective to the Florida Department of Education and the District Strategic Plan Florida Education Priorities

Learning and completion at all levels, including increased high school graduation and readiness for postsecondary education	Student Performance	Alignment of Standards and Resources	Educational Leadership	Workforce Education	Parental, Student, Family, Educational Institution, and Community Involvement
✓	✓	>	>	>	•

Miami-Dade County Public Schools District Strategic Plan

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•	✓	>	▼	

Return On Investment Statement

Norwood Elementary School will rank at or above the 5th percentile statewide in the ROI index of value and cost effectiveness of its programs.

Needs Assessment

The most recent data supplied from the FLDOE indicated that in 2005, Norwood Elementary ranked at the 4th percentile on the State of Florida ROI index.

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Measurable Objective

Norwood Elementary School will improve its ranking on the State of Florida ROI index publication from the 4th percentile in 2005 to the 5th percentile on the next publication of the index.

STRATEGIES	PERSONS RESPONSIBLE	START DATE	END DATE	ALIGNMENT	BUDGET
Become more informed about the use of financial resources in relation to school programs.	Principal, Assistant Principal	08/20/2007	06/05/2008	Business Process Redesign	0
Reconfigure of existing resources or take advantage of a broader resource base, e.g. private foundations, volunteer networks.	Principal, Assistant Principal	08/20/2007	06/05/2008	Business Process Redesign	0
Collaborate with the district on resource allocation.	Principal, Assistant Principal	08/20/2007	06/05/2008	Business Process Redesign	0
Consider shared use of facilities, partnering with community agencies.	Principal, Assistant Principal	08/20/2007	06/05/2008	Business Process Redesign	0

Research-Based Programs

Not applicable

Professional Development

Stakeholders will participate in professional development aimed at evaluating cost effectiveness of programs at the school.

Evaluation

State of Florida ROI index publication

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EESAC Compliance

YES	NO	
•		The majority of the Board of Directors/EESAC members are not employed by the school. The Board of Directors SAC is composed of the principal, and an appropriately balanced number of teachers, education support employees, students (for middle, junior high and high school only), parents, and other business and community citizens who are representative of the ethnic, racial, and economic community served by the school.

Budget:

The EESAC determined that funds should be provided for the enhancement of the media center and computer lab resources, a supplemental mathematics program, and a community involvement specialist.

Training:

The EESAC determined that training in the areas of reading, writing, mathematics and science should continue.

Instructional Materials:

The EESAC determined that consumable materials should be replenished and teachers should submit a list of materials they need so that they can be purchased.

Technology:

The EESAC determined that they will continue to offer students and parents access to Homeroom.com and Reading Plus for third through fifth grade students. The EESAC supports the implementation of the Voyager Passport program at all grade levels. The EESAC would like to see the continuation of Accelerated Reader.

Staffing:

The EESAC determined that they would continue to support present personnel, including the Reading Coach, Special Education Program Specialist, tutors, Community Involvement Specialist, and teaching staff in providing academic programs beneficial to students.

Student Support Services:

The EESAC determined that they will continue to support the Community Involvement Specialist (CIS) in providing materials and strategies for parents to help their children so that academics will improve. The CIS will monitor the home reading program which directly supports the reading and parental involvement initiative.

Other Matters of Resource Allocation:

The EESAC determined that they will continue to be involved in bridging the home-school connection of this community by participating in the citizen's advisory council meetings, activities with the feeder pattern schools, and supporting district initiatives such as the Parent Academy.

Benchmarking:

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The EESAC determined that benchmarking activities required by the district as well as in-house assessments will continue to be utilized. The EESAC supports visitations and/or communication with other schools in order to observe Best Practices.

School Safety & Discipline:

The EESAC determined that programs and activites that support a safe learning environment with particular attention to the Walk Safe Program, Red Ribbon Campaign, Child Abuse and Prevention, No Bullying and Stop the Violence programs. The EESAC also supports hiring a part-time security monitor to increase safety in and around the school site.

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Budget Summary

BY GOAL	TOTAL BUDGET
Reading	68000
Mathematics	36000
Writing	716
Science	20000
Parental Involvement	1500
Discipline & Safety	0
Technology	0
Health & Physical Fitness	500
Electives & Special Areas	800
Return On Investment	0
Total	127516





Date of Review:		
	Plan has been reviewed cooperatively by administrators, teachers, parents, mmunity representatives. As a result of this review, modifications to the SIP will be s)
The original signature pag	e, including signatures of all persons listed below, is on file at the Region Office.	
	Required Signatures:	
	Principal	
	EESAC Chair	
	_	
	UTD Steward	
	EESAC Parent Representative	
	EESAC Business/Community Representative	
	EESAC Student Representative, as applicable	
	of the Region Superintendent/District Administrator certifies that this plan has beer ersonnel to ensure compliance with state and district rules.	۱
	Region Superintendent	