
SCHOOL IMPROVEMENT PLAN

2006-2007



School Name: 4001 - Norwood Elementary School

FeederPattern: Miami Norland Senior

Region: Regional Center II

District: 13 - Miami-Dade

Principal: Frances Rotford

Superintendent: Rudolph F. Crew, Ed.D.



SCHOOL IMPROVEMENT PLAN

EXECUTIVE SUMMARY

Norwood Elementary School

Norwood Elementary School provides traditional instruction utilizing technology to enhance learning. The school is situated in the northern part of the county in a predominately middle class African-American community. Norwood Elementary services approximately 380 general education students, and 80 special education students with varying learning abilities ranging from gifted to autistic and profoundly mentally handicapped. The school receives funds from Title I to supplement academic programs, purchase computers, and fund after-school tutoring. Norwood earned a grade of "A" this year as well as recognition from the State of Florida for placing in the top 50 combination schools for year-to-year progress as reflected in school grade points.

Given instruction based on the Sunshine State Standards, students in grades 3-5 will increase their reading skills as evidenced by 65% of students achieving level 3 or above on the 2006-07 administration of the FCAT Reading Assessment.

Given instruction based on the Sunshine State Standards, students in grades 3-5 will increase their mathematics skills as evidenced by 72% of students achieving a level 3 or above on the 2006-07 administration of the FCAT Mathematics Assessment.

Given instruction based on the Sunshine State Standards, students in grade 4 will improve their writing skills as evidenced by the maintainance in the percentage of students achieving level 3.5 or above on the 2006-07 administration of the FCAT Writing Assessment.

Given instruction based on the Sunshine State Standards, students in grade 5 will improve their knowledge of science concepts as evidenced by 40% of students achieving level 3 or above on the 2006-07 administration of the FCAT Science Assessment.

Given additional attention to parental involvement the school will maintain current level of 85% parental participation in school based activities as measured by sign-in sheets.

Students' perception that their school is safe will be maintained. This will be measured by using the School Climate Survey Results from 2005-06 and comparing them to the results of 2006-07.

Given instruction based on the Sunshine State Standards, students in grades 3-5 will increase their useage of technology as measured by 75% of students accessing school or district provided web sites as evidenced by usage reports from various software 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 2005-06 Fitness Gram.

Given instruction based on the Sunshine State Standards, 10 students will participate in Norwood Elementary's String Orchestra program.

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.

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 self-esteem, 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.

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

Excellence

We pursue the highest standards in academic achievement.

Integrity

We build positive relationships through honesty, respect and compassion, which enhance the self-esteem, 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.

School Demographics

Norwood Elementary School provides traditional instruction utilizing technology to enhance learning. The school is situated in a predominately middle class African-American community and services approximately 380 general education children, 80 special education children with varying learning abilities ranging from gifted to autistic and profoundly mentally handicapped.

The ethnic backgrounds of Norwood Elementary School's 460 students are: 90% African-American, 6% Hispanic, 2% White Non-Hispanic, and 2% Asian/Indian Multiracial. Of these, 83% receive free or reduced meal benefits.

A mobility index is determined by the amount of children who move into or out of the school. Norwood Elementary School has a mobility index of 29.

Norwood Elementary School employs a total of 80 full-time and 29 part-time staff members. On this faculty, 53% have Bachelor's degrees, 43% of the instructional personnel have Master's degrees, and 4% have Specialist degrees thus comprising 100% of the faculty. Norwood Elementary School's faculty and staff is comprised of 109 employees; 29% White Non-Hispanic, 59% Black, 11% Hispanic, and 1% other. Of the 109 faculty and staff members, 19% are male and 81% are female.

Norwood Elementary received the Florida School Recognition Award as a result of earning an "A" demonstrating outstanding academic performance during the 2005-06 school year. Additionally, Norwood Elementary School was recognized as one of the top 50 combination schools in the state for year-to-year improvement in school grade points. The Miami-Dade Public School district has honored Norwood by bestowing the Gold, Silver, and Platinum Awards for their success on State Assessment. Additionally, Norwood has been awarded with numerous Chess trophies and accolades for the Chess Team.

Norwood has received many grants over the years including a grant that was later expanded to the feeder pattern which funded tutorial services to students in the eleven Norland Feeder Pattern Schools. Additionally, we received grants to acquire additional technological resources, a grant for inclusion, and another for authentic assessment.

Norwood's strength lies in the dedicated faculty and staff members. These professionals expect the best and nothing less from their students. As a result, Norwood has propelled itself from a triple "D" to an "A". These professionals benefit from having an extraordinary amount of resources to ensure that no child is left behind. Everything from books to computer programs to manipulatives and audio visual equipment is at hand ready for their usage in the classroom.

Our challenge is to continue to perform at high levels despite a high mobility rate and an influx of new students from other countries, states, counties, or schools. Norwood's opportunity for improvement lies in increasing the literacy skills of the students and community at large.

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 receive. 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) tool.

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.

GOAL 1: READING

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

GOAL 1 STATEMENT:

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

Needs Assessment

Given that last year 64% of the students in grades 3 through 5 met high standards, 64% made learning gains and 70% 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. Third grade students could benefit from additional instruction in compare and contrast; fourth grade students in reference and research skills; and fifth grade students in vocabulary and main idea/purpose skills.

NCLB SUBGROUP TARGET

TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NATIVE AMERICAN	F/R LUNCH	LEP	SWD	LEVEL I	LOWEST 25%	OTHER	GRADUATION RATE
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Measurable Objective

Given instruction based on the Sunshine State Standards, students in grades 3-5 will increase their reading skills as evidenced by 65% of students achieving level 3 or above on the 2006-07 administration of the FCAT Reading Assessment.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Utilize the Miami-Dade County Public School's K-12 Comprehensive Research Based Reading Plan.	Principal, Assistant Principal, Reading Coach, Teachers	08/14/2006	05/30/2007	District-wide literacy plan	\$0.00
Utilize information gathered from periodic assessments to diagnose and facilitate teacher's emphasis for instruction through professional learning communities.	Principal, Assistant Principal, Reading Coach, Teachers	08/14/2006	05/30/2007	Small Learning Communities	\$0.00
Provide motivational activities for reading logs, Reading Plus, and Accelerated Reader.	Assistant Principal, Reading Coach, Media Specialist	08/14/2006	05/23/2007	District-wide literacy plan	\$1000.00
Utilize a Community Involvement Specialist to provide information and ideas to families on how to help students with independent reading, home learning, and other curriculum related activities.	Assistant Principal, Reading Coach, Community Involvement Specialist	08/08/2006	05/30/2007	Continuous Improvement Model	\$0.00
Provide support to teachers through staff development and on-site individual assistance from the Reading Coach.	Assistant Principal, Reading Coach	08/14/2006	05/30/2007	District-wide literacy plan	\$60000.00
Provide extended day program twice a week to at least the lowest 25% of students.	Principal, Assistant Principal, Reading Coach, and Teachers.	1/8/2007	2/23/2007	Continuous Improvement Model	\$0.00
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	08/14/2006	05/30/2007	District-wide literacy plan	\$3000.00
Provide small group instruction to all students.	Principal, Assistant Principal, Reading Coach, Teachers	08/14/2006	05/30/2007	Inclusion	\$4000.00
Parents will participate in a Reading Workshop based on the Sunshine State Standards.	Assistant Principal, Reading Coach, Teachers	08/08/2006	03/15/2007	District Strategic Plan	\$0.00

Research-Based Programs

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

Professional Development

In-services for teachers will include:

- Reading Plus
- Homeroom.com
- Houghton Mifflin
- Voyager
- Soar to Success
- Early Success
- Accelerated Reader
- STAR Diagnostic Reading Test
- DIBELS
- Breakthrough to Literacy

Reading Coach will:

- Coach Teachers
- Conduct demonstration lessons

Evaluation

- Weekly and monthly in-house assessments
- District provided interim assessments
- Quarterly Grades
- 2006-07 administration of the FCAT Reading

GOAL 2: MATHEMATICS

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

GOAL 2 STATEMENT:

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

Needs Assessment

Given that last year 71% of students in grades 3 through 5 met high standards and 64% made learning gains, 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 students could benefit from additional instruction in number sense and geometry; fourth grade students in geometry and algebraic thinking; and fifth grade students in number sense, measurement and algebraic thinking skills.

NCLB SUBGROUP TARGET

TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NATIVE AMERICAN	F/R LUNCH	LEP	SWD	LEVEL I	LOWEST 25%	OTHER	GRADUATION RATE
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Measurable Objective

Given instruction based on the Sunshine State Standards, students in grades 3-5 will increase their mathematics skills as evidenced by 72% of students achieving a level 3 or above on the 2006-07 administration of the FCAT Mathematics Assessment.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Provide Homeroom.com and FCAT Explorer accounts to students in grades 3-5.	Assistant Principal, Teachers	08/14/2006	05/30/2007	Continuous Improvement Model	\$3000.00
Utilize the ACALETICS Mathematics Program that encompasses the skills specified in the Competency Based Curriculum and Florida Sunshine State Standards.	Principal, Assistant Principal, Teachers	08/14/2006	05/30/2007	Continuous Improvement Model	\$30000.00
Provide extended day program twice a week to at least the lowest 25% of students.	Principal, Assistant Principal, Teachers	01/08/2007	02/23/2007	District Strategic Plan	\$3000.00
Utilize information gathered from periodic assessments to diagnose and facilitate teacher's emphasis for instruction.	Principal, Assistant Principal, Teachers	08/14/2006	05/30/2007	Small Learning Communities	\$0.00
Provide daily practice on the Mathematics Sunshine State Standards.	Assistant Principal, Teachers	08/14/2006	05/30/2007	Continuous Improvement Model	\$0.00
Assess various mathematical skills monthly.	Assistant Principal, Teachers	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Parents will participate in a Mathematics workshop based on the Sunshine State Standards.	Assistant Principal, Teachers	08/14/2006	03/1/2007	District Strategic Plan	\$0.00

Research-Based Programs

- Harcourt Mathematics Series
- ACALETICS Program
- Homeroom.com

Professional Development

Teachers will:

- 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
- 2006-07 administration of the FCAT Mathematics

GOAL 3: WRITING

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 3 STATEMENT:

All students will be able to communicate effectively through writing.

Needs Assessment

Given that last year the majority of students in grade 4 demonstrated understanding of writing as evidenced by 79% meeting high standards on the narrative prompt and 96% meeting high standards on the expository prompt demonstrating a significant difference between the two types of writing. Additionally 77% of students scored a 4.0 or higher on the FCAT Writing. It is the objective of Norwood Elementary to continue this trend of high achievement in Writing.

NCLB SUBGROUP TARGET

TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NATIVE AMERICAN	F/R LUNCH	LEP	SWD	LEVEL I	LOWEST 25%	OTHER	GRADUATION RATE
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Measurable Objective

Given instruction based on the Sunshine State Standards, students in grade 4 will improve their writing skills as evidenced by the maintainance in the percentage of students achieving level 3.5 or above on the 2006-07 administration of the FCAT Writing Assessment.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Provide portfolio assessment that reflects various writing samples.	Assistant Principal, Reading Coach, Teachers	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Utilize Reading Coach to provide demonstrations, coaching, and in-services on the writing process.	Assistant Principal, Reading Coach	08/14/2006	05/30/2007	District-wide literacy plan	\$0.00
Utilize information gathered from monthly writing samples to diagnose and to facilitate the teacher's focus of instruction.	Principal, Assistant Principal, Reading Coach, Teachers	08/14/2006	05/30/2007	Small Learning Communities	\$0.00
Parents will participate in a Writing workshop based on the Sunshine State Standards.	Assistant Principal, Reading Coach, Teachers	08/14/2006	05/30/2007	District Strategic Plan	\$0.00

Research-Based Programs

- Houghton Mifflin Reading Series

Professional Development

The Reading Coach will:

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

Evaluation

- Monthly writing samples
- Quarterly Grades
- 2006-07 administration of FCAT Writing

GOAL 4: SCIENCE

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

GOAL 4 STATEMENT:

Increase the scientific knowledge of all students.

Needs Assessment

Last year at Norwood Elementary School, 15% of the 5th grade students met high standards. It was noted that the areas of Earth/Space Science and Life Sciences were in need of improvement.

Measurable Objective

Given instruction based on the Sunshine State Standards, students in grade 5 will improve their knowledge of science concepts as evidenced by 40% of students achieving level 3 or above on the 2006-07 administration of the FCAT Science Assessment.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Provide hands-on investigational activities that give students an opportunity to apply their scientific knowledge.	Principal, Assistant Principal, Teachers, Media Specialist	08/14/2006	05/30/2007	District Strategic Plan	\$500.00
Purchase and implement new science series for fifth grade students.	Principal, Assistant Principal, Teachers	8/31/2006	5/30/2007	Continuous Improvement Model	\$1400.00
Utilize appropriate textbooks, technology, and materials provided for each grade level.	Principal, Assistant Principal, Teachers	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Correlate multi-media activities to science instruction through videos in the media center.	Assistant Principal, Teachers, Media Specialist	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Utilize science pacing guide to drive instruction.	Assistant Principal, Teachers	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Teachers will model the science process to ensure students can use the scientific method.	Assistant Principal, Teachers	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Analyze monthly assessments and target areas that demonstrate a need for improvement.	Assistant Principal, Teachers	8/21/2006	5/30/2007	Continuous Improvement Model	\$0.00

Research-Based Programs

- Harcourt Science Series

Professional Development

Teachers will:

- Attend district sponsored professional development
- Participate in region level workshops

Additionally, the fifth grade science teacher will:

- Participate in Harcourt Science professional development

Evaluation

- Monthly in-house science assessments
- Quarterly Grades
- 2006-07 administration of FCAT Science

GOAL 5: PARENTAL INVOLVEMENT

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 5 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. Last year, the overall average parental involvement at school based activities was 85%.

Measurable Objective

Given additional attention to parental involvement the school will maintain current level of 85% parental participation in school based activities as measured by sign-in sheets.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Distribute applications to promote parental volunteerism.	Assistant Principal, Community Involvement Specialist, Counselor	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Provide parent activities at various times during the day so as to meet parental time constraints.	Assistant Principal, Community Involvement Specialist, Counselor	08/14/2006	05/30/2007	Mentoring Opportunities	\$0.00
Provide materials to enhance the parent outreach center.	Principal, Assistant Principal	08/14/2006	05/30/2007	District Strategic Plan	\$1000.00
Utilize a community involvement specialist to reach out to parents unable to attend school functions and provide materials and information to them.	Assistant Principal, Community Involvement Specialist, Counselor	08/14/2006	05/30/2007	District Strategic Plan	\$30000.00
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	08/14/2006	05/30/2007	Community Partnerships	\$500.00
Host Family Central and the Children's Trust series of workshops entitled "Nurturing Parenting."	Assistant Principal, Community Involvement Specialist	9/5/06	12/19/06	Community Partnerships	\$0.00

Research-Based Programs

Not applicable

Professional Development

Not applicable

Evaluation

- 2006-07 sign in sheets

GOAL 6: DISCIPLINE & SAFETY

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 6 STATEMENT:

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

Needs Assessment

Given the results of the 2004-05 Student Climate Survey, 84% of students agreed with the statement, "I feel safe at my school". On the 2005-06 Student Climate Survey, 97% of students agreed with the aforementioned statement. Maslow's hierarchy stipulates that in order to learn, primary needs such as safety and acceptance must be met. Therefore, it is the objective of Norwood to maintain students feelings of safety while at school.

Measurable Objective

Students' perception that their school is safe will be maintained. This will be measured by using the School Climate Survey Results from 2005-06 and comparing them to the results of 2006-07.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Implement a bullying prevention program.	Principal, School Psychologist, Assistant Principal, Counselor, Teachers	09/13/2006	05/23/2007	Communities of Practice	\$0.00
Meet with the Critical Incidence Response Team to develop procedures for crisis management.	Principal, Assistant Principal	08/14/2006	05/23/2007	District Strategic Plan	\$0.00
Conduct 10 fire drills and 2 lockdown drills to assure student safety during times of danger.	Principal, Assistant Principal	08/14/2006	05/23/2007	District Strategic Plan	\$0.00
Participate in the Walk Safe Program, Red Ribbon Campaign, Stop the Violence Pledge, and Child Abuse and Prevention.	Assistant Principal, Counselor, Teachers	08/14/2006	05/23/2007	District Strategic Plan	\$0.00

Research-Based Programs

Not applicable

Professional Development

Not applicable

Evaluation

- 2006-07 School Climate Survey

GOAL 7: TECHNOLOGY

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 7 STATEMENT:

The school will integrate technology in all curricular areas.

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.

Measurable Objective

Given instruction based on the Sunshine State Standards, students in grades 3-5 will increase their usage of technology as measured by 75% of students accessing school or district provided web sites as evidenced by usage reports from various software programs.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Implement the Dell TechKnow Program with select fifth grade students in an after-school setting.	Assistant Principal, Teacher	10/2/2006	12/21/2006	School-to-Career	\$0.00
Utilize Riverdeep provided by the district for the general education and autistic students.	Assistant Principal, Teachers	08/14/2006	05/30/2007	Universal Pre-K	\$0.00
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	08/14/2006	05/30/2007	Continuous Improvement Model	\$0.00
Establish and utilize a wireless internet capable mobile computer lab.	Principal, Assistant Principal, Computer Technician	8/14/2006	5/30/2007	District Strategic Plan	\$0.00
Purchase additional lap tops to increase the capacity of our computer lab.	Principal, Assistant Principal	8/14/06	10/30/06	Career Development Programs	\$10000.00

Research-Based Programs

Not applicable

Professional Development

In-services for teachers will include:

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

Evaluation

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

GOAL 8: HEALTH & PHYSICAL FITNESS

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 8 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.

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 2005-06 Fitness Gram.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Schedule students for physical education with a certified instructor.	Principal, Assistant Principal	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Provide health and fitness literature to students and parents.	Assistant Principal, Teachers	08/14/2006	05/30/07	District-wide literacy plan	\$0.00
Invite guest speakers for fitness presentations.	Assistant Principal	08/14/2006	05/30/2007	Community Partnerships	\$0.00
Provide recess as per district guidelines.	Assistant Principal, Teachers	08/14/2006	05/30/2007	District Strategic Plan	\$0.00
Purchase materials for the instructor to utilize in increasing students physical fitness levels.	Principal, Assistant Principal	08/14/2006	05/30/2007	District Strategic Plan	\$500.00

Research-Based Programs

Not applicable

Professional Development

Teachers will:

- Participate in district sponsored in-services

Evaluation

- 2006-07 Fitness Gram

GOAL 9: ELECTIVES & SPECIAL AREAS

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 9 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 a string orchestra program.

Measurable Objective

Given instruction based on the Sunshine State Standards, 10 students will participate in Norwood Elementary's String Orchestra program.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Provide teacher with training in the area of various string instruments to learn teaching and performing techniques.	Assistant Principal, and Music Teacher	8/14/2006	5/30/2007	Expanding arts opportunities	\$0.00
Provide instruction to students selected for the String Orchestra for a minimum of two hours per week.	Assistant Principal, Music Teacher	10/2/2006	5/30/2007	Expanding arts opportunities	\$0.00
Identify students to participate in the string orchestra.	Assistant Principal, Music Teacher	10/3/2006	4/24/2007	Expanding arts opportunities	\$0.00
Utilize a string consultant as well as a volunteer to assist the music teacher in teaching the String Orchestra.	Principal, Assistant Principal	01/03/2006	05/16/2006	Expanding arts opportunities	\$0.00
Provide students with the opportunity to attend a minimum of one field trip to observe a string ensemble.	Assistant Principal, Music Teacher	10/3/2006	4/30/2007	Expanding arts opportunities	\$500.00

Research-Based Programs

Not applicable

Professional Development

The music teacher will:

- Participate in district sponsored in-services
- Participate in training on the string orchestra
- Receive district support through classroom demonstrations

Evaluation

- Number of students enrolled in the String Orchestra

GOAL 10: RETURN ON INVESTMENT

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

Florida Education Priorities

(1000.3(5)(a)-(f), F.S.)

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
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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.
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

GOAL 10 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.

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.

Action Steps

STRATEGIES	PERSONS RESPONSIBLE (Identify by titles)	TIMELINE		ALIGNMENT	BUDGET
		START	END		
Become more informed about the use of financial resources in relation to school programs.	Principal, Assistant Principal	8/14/2006	5/30/2007	Community Partnerships	\$0.00
Consider reconfiguration of existing resources or taking advantage of a broader resource base, e.g. private foundations, volunteer networks.	Principal, Assistant Principal	8/14/2006	5/30/2007	Community Partnerships	\$0.00
Collaborate with the district on resource allocation.	Principal, Assistant Principal	8/14/2006	5/30/2007	District Strategic Plan	\$0.00
Consider shared use of facilities, partnering with community agencies.	Principal, Assistant Principal	8/14/2006	5/30/2007	Community Partnerships	\$0.00

Research-Based Programs

Not applicable

Professional Development

Inservice stakeholders on:

- efficiency of all programs
- effectiveness of all programs

Evaluation

On the next State of Florida ROI index publication

- Norwood will show progress toward reaching the 5th percentile

EESAC Compliance

YES	NO	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>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.</i>

Budget:

The EESAC determined that funds should be provided for purchasing of the new science series for 5th grade, 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:

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 activities 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.

Budget Summary

BY GOAL	TOTAL BUDGET
Goal 1: Reading	\$68,000.00
Goal 2: Mathematics	\$36,000.00
Goal 3: Writing	\$0.00
Goal 4: Science	\$1,900.00
Goal 5: Parental Involvement	\$31,500.00
Goal 6: Discipline & Safety	\$0.00
Goal 7: Technology	\$10,000.00
Goal 8: Health & Physical Fitness	\$500.00
Goal 9: Electives & Special Areas	\$500.00
Goal 10: Return On Investment	\$0.00
Total:	\$148,400.00

This School Improvement Plan has been developed cooperatively by administrators, teachers, parents, students, and business/community representatives.

The original signature page, 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

Additionally, the signature of the Region Superintendent/District Administrator certifies that this plan has been reviewed by appropriate personnel to ensure compliance with state and district rules.

Region Superintendent