

**HOUGHTON ELEMENTARY SCHOOL**  
**School Improvement Plan**

<b>School:</b>	Houghton Elementary	<b>Plan Duration (Years):</b>	2021-2024
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<b>Goal Description</b>			
<b>Goal Number:</b>	1	<b>Goal Title:</b>	To: build upon effective School Communications with parents & the public as measured by the school’s Annual SIMCO Survey
<b>Rationale for Goal:</b>	Parents & the citizens of Sterling need to know about Houghton School’s SIP Goals, progress towards the meeting of these Goals & their connection to the District’s Strategic Plan		

<b>Goal Details and Performance Indicators</b>	
<b>Strategic Plan Alignment [Domain &amp; Strategic Objective]</b>	Domain: Leadership, Governance, and Communication  Objective: Establish and communicate a clearly defined set of goals & strategic objectives to guide District & School improvement initiatives.
<b>Strategic Initiative(s)</b>	Goals relative to District & school improvement clearly communicated to the parents, community, and town officials
<b>Final Outcomes [S.M.A.R.T. Goal(s)]</b>	The Principal will communicate with all school/District stakeholders on SIP goal progress on a monthly basis from October-June. Success will be measured by the school’s Annual SIMCO Survey with at least 85% of parents acknowledging effective communication between school administration & home at the end of each school year: 2021-22,2022-23, 2023-24.  Teachers will communicate with their families by way of emails, phone calls, conferences, and newsletters. Success will be measured with at least 85% of families acknowledging effective communication between teachers and families.
<b>Interim Outcomes</b>	Written reports requested by the District, monthly meetings of the school’s PTO; monthly meetings of our SIMCO; Principal’s Message to Houghton School families at least three times per month. All to occur during 2021-2022,2022-2023, 2023-2024 school years

### Implementation Benchmarks (Years 1-3)

Action	Supports/Resources	Timeline/Frequency
<ul style="list-style-type: none"> <li>Principal will write quarterly SIP update as part of the Principal's Messages to parents</li> <li>Principal will share SIP goal progress as part of monthly PTO and SIMCO meetings</li> <li>Principal will share SIP goal progress &amp; new goals as part of the building based budget presentation to staff, SIMCO, PTO</li> <li>Teachers will provide Principal access to parent newsletters</li> </ul>	School resources	Quarterly
	School/District	Monthly
	Building Principal	Monthly
	Teachers	Weekly
<ul style="list-style-type: none"> <li>Principal will share SIP progress via Annual Town Report</li> </ul>	Building Principal	Annual
<ul style="list-style-type: none"> <li>Principal will share SIP goal progress with the District Office as requested</li> </ul>	Building Principal	As requested

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### Goal Description

<b>Goal Number:</b>	2	<b>Goal Title:</b>	To increase student achievement in Grades 3 and 4 Math as measured by MCAS 2.0
<b>Rationale for Goal:</b>	Student achievement and growth is an integral part of school improvement. Objective measures such as MCAS need to be coupled with teacher assessments to determine student achievement.		

### Goal Details and Performance Indicators

<b>Strategic Plan Alignment [Domain &amp; Strategic Objective]</b>	<p>Domain: Effective Instruction</p> <p>Objective: Instructional staff &amp; administration implement evidence based, high quality instructional practices focused on critical thinking, creativity, and collaboration.</p>
<b>Strategic Initiative(s)</b>	Instructional staff and administration engage in ongoing, focused discussion & collaboration reflecting on the effectiveness of instructional practices and identifying effective instruction based trends and priority learning standards.

<b>Final Outcomes</b> <b>[S.M.A.R.T. Goal(s)]</b>	By the Spring of 2024 Houghton School's Math scores will show at least a 35% increase in the % of students scoring in Exceeding & Meeting Expectations as compared to the Spring of 2021 MCAS results.
<b>Interim Outcomes</b>	End of August: District & school administration review 2021 MCAS results. End of August: School administration analyzes school's MCAS results. September: Sharing of 2021 MCAS results with all Houghton School staff. September: Further analysis of MCAS results by staff in Grades 3 & 4. Sharing of individual MCAS results with Grade 3 & 4 parents. September/October/November: Administration will meet with Grade 3 & 4 staff to Review State Standards in Math for improved alignment with curriculum and District report cards Summers of 2022,2023,2024: When MCAS results become available to schools look for the following increase in Exceeding and Meeting Expectations per year: 2022: at least a 20 % increase in Grades 3 & 4 Math 2023: at least a 10 % increase in Grades 3 & 4 Math 2024: at least a 5 % increase in Grades 3 & 4 Math

<b>Implementation Benchmarks (Years 1-3)</b>		
<b>Action</b>	<b>Supports/Resources</b>	<b>Timeline/Frequency</b>
<ul style="list-style-type: none"> <li>Identify areas where the school's scores were above the State and District average</li> </ul>	District office, building Adm Staff of Grades 3 & 4.	August-October of 2021,2022,20223
<ul style="list-style-type: none"> <li>Identify areas where the school's scores were at or below the State and District average</li> </ul>	District office, building Adm. Staff of Grades 3 & 4	August-October of 2021,2022,2023
<ul style="list-style-type: none"> <li>Alter Grade 3 instructional practices in Math as needed to increase focus on standards &amp; question design where MCAS scores were at / below State/or District average.</li> <li>Utilize STAR Math Assessments in fall, winter,and spring as a means of measuring progress compared to District &amp; State averages</li> <li>Utilize STAR assessments to identify eligible children for Title I services in the area of Math</li> <li>Alter Grade 4 instructional practices in Math as needed to increase focus on State Standards &amp; question design where MCAS Scores were at or below the State and/or District average.</li> <li>Establish Grade 4 RTI groups to increase focus on standards &amp; question design where MCAS scores were at or below State and/or District average.</li> </ul>	Grade 3 Staff, Adm.  Grade 4 Staff, Adm., Title 1  Grade 4 Staff. Adm, Title I.  Grade 4 & Adm.	October-June 2021,-2022-23, 2023-2024

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<b>Goal Description</b>			
<b>Goal Number:</b>	3	<b>Goal Title:</b>	Given the numerous social/emotional challenges presented to children during the recent and lengthy pandemic Houghton School will look to provide its students with positive perceptions of Social Emotional Learning ( SEL) support and the overall school environment.
<b>Rationale for Goal</b>			The COVID 19 pandemic caused a significant loss of in school instructional time resulting in children experiencing social isolation. In addition, with children now being in school the experiences of classroom & lunch distancing coupled with the continuation of wearing masks in school has impacted children’s sense of normalcy. We seek to assess children’s needs regarding Safety & a Sense of Belonging at Houghton School.
<b>Strategic Plan Alignment [Domain &amp; Strategic Objective]</b>			Domain: Students’ Social, Emotional, and Health Needs  Objective: build an understanding of social, emotional, and physical health as factors affecting learning.
<b>Strategic Initiative(s)</b>			<ul style="list-style-type: none"> <li>Identify effective research based practices that promote student health &amp; develop a system of support</li> <li>Educate all staff regarding student social, emotional, &amp; physical elements that impact learning</li> </ul>
<b>Final Outcomes [S.M.A.R.T. Goal(s)]</b>			<ul style="list-style-type: none"> <li>By the spring of 2024 Grade 3 &amp; 4 children will show a Summative Score: <ul style="list-style-type: none"> <li>83 % or greater in the area of School Safety</li> <li>83% or greater Favorable in the area of Teacher/Child Relationships.</li> <li>83% or greater Favorable in the area of Sense of Belonging</li> </ul> </li> </ul> <p>All as measured by the Panorama Survey Instrument</p>
<b>Interim Outcomes</b>			<ul style="list-style-type: none"> <li>By spring of 2022 grade 3 &amp; 4 children will show a Summative Score <ul style="list-style-type: none"> <li>80% or greater Favorable in the area of School Safety</li> <li>80% or greater Favorable in the area of Teacher/Child Relationships</li> <li>80% or greater Favorable in the area of Sense of Belonging</li> </ul> </li> <li>By the spring of 2023 grade 3 &amp; 4 children will show a Summative Score: <ul style="list-style-type: none"> <li>82% or greater Favorable in the area of School Safety</li> <li>82% or greater Favorable in the area of Teacher/Child Relationship</li> <li>82% or greater Favorable in the area of Sense of Belonging</li> </ul> </li> </ul>

Implementation Benchmarks (Years 1-3)		
Action	Supports/Resources	Timeline/Frequency
<ul style="list-style-type: none"> <li>Building administration shares 2020 scores of Panorama Survey of grade 3 &amp; 4 children with all teachers, School Psychologist, and School Counselor</li> <li>Building Administration shares results of Grade 4 Child Exit Survey</li> </ul>	Panorama Survey 2020  Exit Survey	Nov. 2021 Sept.. 2022, 2023  Sept/Oct 2021,2022,2023
<ul style="list-style-type: none"> <li>Classroom teachers begin review &amp; discussion of school values with K-4 children in weeks 1-6 of the school year</li> <li>School Psychologist &amp; School Counselor create &amp; start implementing schedule for conducting individual classroom lessons on Respect Training in grades K-4</li> </ul>	Teachers & Administration  School Psychologist School Counselor	September/October 2021,2022,2023
<ul style="list-style-type: none"> <li>School Psychologist &amp; School Counselor create a schedule &amp; begin implementation of Anti Bullying lessons for each classroom in grades K-4</li> <li>Teachers conduct follow ups of Anti Bullying lessons</li> <li>Grade 4 teachers will administer the Houghton School Annual Grade 4 Child Exit Survey which includes questions on Sense of School Safety, Teacher/Child Relationships, Sense of Belonging, Respect, and Anti Bullying</li> </ul>	School Psychologist School Counselor  Teachers & Administration  Grade 4 teachers & Administration	November-February 2021,2022, 2023,2024  November-June 2022,2023,2024  May/June 2022,2023,2024

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Goal Description			
<b>Goal Number:</b>	4	<b>Goal Title:</b>	To upgrade the children's playground of Houghton School by: <ol style="list-style-type: none"> <li>working with the Town of Sterling in the planning &amp; installation of a new playground structure;</li> <li>Considering possible additions of developmentally appropriate activities</li> <li>Upgrading &amp; maintaining existing playground activities &amp; games</li> </ol>

<b>Rationale for Goal:</b>	Parents, children, staff & the citizens of Sterling take pride in their Houghton Elementary School. All parties recognize the importance of safe, outdoor play in the physical & social development of young children.
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<b>Goal Details and Performance Indicators</b>	
<b>Strategic Plan Alignment [Domain &amp; Strategic Objective]</b>	Domain: Students' Social, Emotional, & Health Needs  Objective: Engage families and the community in a partnership to increase the District's capacity to address students' social & emotional health needs. <b>Adding physical.</b>
<b>Strategic Initiative(s)</b>	Engage families, and the community in a partnership to increase the District's capacity to address students' social & emotional needs. <b>Adding physical.</b>  Educate parents and the community regarding social, emotional & physical elements that impact learning through the use of developmentally appropriate dialogue.  Enlist local support agencies to provide wrap-around services
<b>Final Outcomes [S.M.A.R.T. Goal(s)]</b>	The Principal will communicate with all school/District stakeholders on SIP goal progress on a quarterly basis from October-June. Success will be measured by:  1) The school's Annual SIMCO Survey with @ least 85% of parents acknowledging effective improvements to the school's playground by the end of each school year: 2021-22,2022-23, 2023-24. 2) The school Annual grade 4 Student Exit Survey with 75% of grade 4 students acknowledging improvements in the playground
<b>Interim Outcomes</b>	Written reports requested by the District, monthly meetings of the school's PTO; monthly meetings of our SIMCO; Principal's Message to Houghton School families at least quarterly. All to occur during 2021-2022,2022-2023, 2023-2024 school years

<b>Implementation Benchmarks (Years 1-3)</b>		
<b>Action</b>	<b>Supports/Resources</b>	<b>Timeline/Frequency</b>
In August, the Principal contacts DPW for tree trimming on and around the playground	Town of Sterling DPW	Summer 2021
<ul style="list-style-type: none"> <li>In September, the Principal contacted the DPW for delivery of fresh sand to children's sand play area.</li> </ul>	Town of Sterling	September 2021
<ul style="list-style-type: none"> <li>In September, the Principal met with the parent representative on the approved Town Meeting warrant article for the expenditure of \$130,000 for a new playground structure.</li> </ul>	Town of Sterling/Principal	September 2021-June 2022

<ul style="list-style-type: none"> <li>● In October the Principal and school’s PE teacher meet with the parent rep and vendor to review potential structure components within the budget per warrant article. Parties focus on: age appropriateness components, safety, and handicapped accessibility.</li> <li>● In October, the Principal &amp; PE teacher met to discuss additional playground components IF additional monies are available pending the ability of the DPW to remove &amp; dispose of the old playground structure.</li> <li>● In October, the Principal contacted the WRSD Facilities Manager seeking wood chip delivery for the surface surrounding the current playground structure.</li> <li>● The delivery was made.</li> <li>● In November the Principal directed the school’s Head Custodian to repaint the blacktop games. Completed</li> <li>● In November, the Principal meets with the newly appointed Town of Sterling DPW head to discuss playground structures, old &amp; new, and IF they can remove &amp; dispose of the old playground structure. Principal was told a decision was to be made by Nov. 29th. The Principal reports this to the parent rep.</li> <li>● The Principal was informed by DPW that they will not remove or dispose of the old playground structure Nov. 29th</li> <li>● The Principal, PE teacher, Parent Representative and Vendor met on Nov. 30th to discuss further final proposal for new structure given budget. Principal raised questions on ADA compliance, wood chip soft surface. Principal contacted WRSD Sped Administrator, WRSD Facilities Manager, and School Superintendent for Town of West Boylston for information on these topics.</li> <li>● Next meeting of Playground Planning Group set for December 13, 2021</li> </ul> <p>Principal will have the PE teacher conduct a playground orientation to all classes as part of their PE session within the first two weeks of each school year on how to safely use the new playground structure and how to play the various blacktop games.</p>	<p>School Principal, PE teacher, parent rep</p> <p>PE teacher Principal, PE teacher</p> <p>Principal, WRSD</p> <p>Principal, Head Custodian</p> <p>Town of Sterling DPW, Principal</p> <p>Town of Sterling DPW, Principal</p> <p>Principal</p> <p>Playground planning Group</p> <p>Principal, PE teacher</p>	<p>October-December 2021</p> <p>October-November 2021</p> <p>October 2021</p> <p>November, 2021</p> <p>November 2021</p> <p>November, 2021</p> <p>November, 2021</p> <p>December 13, 2021</p> <p>Annually, first two weeks of school in September</p> <p>2021, 2022, 2023, 2024</p>
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<ul style="list-style-type: none"> <li>Principal will share SIP progress via Annual Town Report if requested</li> </ul>	Building Principal	Annual 2022,2023,2024
<ul style="list-style-type: none"> <li>Principal will share SIP goal progress with the District Office as requested.</li> <li>Principal will look to purchase/construct/create a new playground activity for children together with the PE teacher</li> <li>Principal will have an inventory taken of sand toys and playground balls at the end of each school year &amp; seek replacement and/or additions to inventory.</li> <li>Principal, Head Custodian, PE teacher will examine the status of all blacktop games &amp; have repainting done as needed</li> </ul>	Building Principal  Principal, PE teacher, PTO, District  Principal, PE teacher, PTO  Principal, PE teacher, Head Custodian	As requested  2022-2023 school year  2022, 2023,2024  August 2022, 2023,2024