

**Bentley Elementary School  
and The Salem Early Childhood Center**



**2008-2009**

# Salem Public Schools

## *Mission Statement*

By being student focused in everything we do,  
by fostering the best teaching and learning practices, and  
by using the rich resources in the Salem community,  
  
the mission of the Salem Public Schools is  
  
to inspire students to realize their full potential and  
to prepare them to function successfully in a complex world.

## *Strategic Goals*

1. To maximize the opportunities for each student to succeed academically, emotionally, and socially to become productive members of a global economy and thoughtful participants in a democratic society.
2. To develop, expand, and/or improve curriculum models and implement best instructional practices.
3. To provide leadership by establishing a learning community in Salem through partnerships with higher education, community organizations, and businesses.
4. To establish a plan for ensuring successful leadership development and professional growth at all levels.
5. To ensure safe and state-of-the-art facilities in order to provide optimal environments for student achievement and community learning.

# **Bentley Elementary School / Early Childhood Center Improvement Plan**

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# Bentley Elementary School School Improvement Plan

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# **Bentley Elementary School and the Early Childhood Center Improvement Plan**

The Bentley Elementary School and the Early Childhood Center is a collaborative organization whose mission is to instill the importance of excellence, respect, responsibility, perseverance and lifelong learning into each student. We uphold this by promoting high standards in a supportive environment to foster the academic, social and emotional development of our students that encourages each student to achieve his/her full potential.

The Bentley School community's focus is on student learning and improvement, with a specific goal to implement a guided reading model K-5. In addition, the staff will continue to improve math instruction through the use of the EveryDay Math Program. It is our goal to improve student achievement in all areas of instruction while focusing on the whole child and how that child learns. As part of our emphasis on improvement in writing, math instruction and how children learn, we have studied professional literature, held text-based discussions and strategize implementation methods. In addition, staff has participated in workshops on writing, reading, sheltered English instruction, differentiated instruction, analyzing data and special education methodologies. Faculty contributed to evening and after school events coordinated by our very active Bentley families.

Together the Leadership Team and the School Council have worked diligently to create an Improvement Plan representative of the mission of the Bentley School community. The 2008-2009 Improvement Plans as well as the District Plan provided the starting point for the brainstorming sessions for these teams that began the work for this document. We believe that this document is the collective opinion of these dedicated individuals and that this plan will carry the school through to the end of the school year.

## I. Students

**Goal #1.** *To maximize the opportunities for each student to succeed academically, emotionally, and socially to become productive members of a global economy and thoughtful participants in a democratic society*

### SCHOOL IMPROVEMENT PLAN

#### 2008 STUDENT PERFORMANCE GOAL & DATA ANALYSIS

##### **Grade Three Reading**

Bentley School is formerly a Reading First school. The school has not experienced the necessary gains in ELA over the five-year period of the federal grant. In fact, Bentley has evidenced an 18% increase in the amount of students in the Warning/Failure category in ELA since 2006.

##### **Recommendations:**

1. In anticipation of a continued negative trend, The Bentley Elementary School is in the process of implementing a 45-minute guided reading time during the 90-minute literacy, block across all grade level.
2. Using the collaborative coaching model we are monitoring student progress and grade-wide trends using DIBELS and DRA. In addition to grade level monitoring, we will monitor individual student data. In addition, the data will be used to target the at-risk population for placement in grade level intervention groups.
3. Strategies for teaching non-fiction and main idea will be implemented. In addition, teachers will develop strategies for incorporating core vocabulary in into the content areas.

##### **Grade Three Math**

There was significant improvement in grade 3 math. This grade showed a 10% decrease in amount of students in Warning/Failure category since 2006. In addition, the percentage of students in the advanced and proficient category is becoming stronger.

##### **Recommendations:**

1. Appoint an additional math mentor who will work with staff K-2. The two math mentors will work with teachers to develop strategies for at-risk students.
2. Using the collaborative coaching model monitoring student progress will be monitored in order to identify students and adapt instructional practices to meet the needs of all students.
3. Using end of unit tests and mid-year assessments each grade-level team will offer "flex" days.

##### **Grade Four ELA**

Bentley had a 3% decrease for students in the Warning/Failure category from the previous year. As a result, the percentage of students in the Needs Improvement category increased.

##### **Recommendations:**

1. In anticipation of a continued negative trend The Bentley Elementary School in the process of implementing a 45-minute guided reading time during the 90-minute literacy, block across all grade level.

## I. Students

**Goal #1.** *To maximize the opportunities for each student to succeed academically, emotionally, and socially to become productive members of a global economy and thoughtful participants in a democratic society*

2. Using the collaborative coaching model we are monitoring student progress and grade-wide trends using DIBELS and DRA. In addition to grade level monitoring, we will monitor individual student data as well and target the at-risk population into intervention groups.
3. Strategies for reading non-fiction will be presented as a focus instruction area in grade four. The MCAS tests are literacy-based in all subject areas and are particularly reliant on non-fiction passages in all levels of the ELA tests. Teachers need to continue to focus instruction on developing strategies that address this condition.

### **Grade Four Math**

Bentley had a 4% decrease for students in the Warning/failure category. As a result, the percentage of students in the Needs Improvement category increased.

**Recommendations:** (See Math Grade Three)

### **Grade Five ELA**

The ELA scores in the fifth grade reflect a 5% increase in the amount of students in the Warning/Failure category over the previous year.

**Recommendations:** (See Grade Three and Four ELA)

### **Grade Five Math**

There was a significant decrease in the Warning/Failure category from 2006 – 2008 and small increase in the students in the Advanced category.

**Recommendations:** (See Grade Three and Four math)

## II. Curriculum / Instructional Programs

*Goal #2: To develop, expand, and/or improve curriculum models and implement best instructional practices.*

'07 – '08 Accomplishments	2008-2009 Objectives	Assessment
<ul style="list-style-type: none"> <li>• Implemented interventions from MCAS data analysis</li> <li>• Scheduled meetings with school math mentor to meet with individual math teachers to implement best practices</li> <li>• Developed and implemented a differentiated problem solving template "TINS"</li> <li>• Implement new scope and sequence on 2007 edition of Everyday Math in every elementary classroom K-6</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate a core data coach team to work with teachers to implement a collaborative inquiry approach to analyze data in order to improve student learning</li> <li>• Added an additional math mentor to the K-2 team</li> <li>• Implement "flex" groups using the EDM games in grades 1-5</li> <li>• Establish a Literacy Team that will develop a plan and structure to incorporate a Guided Reading K-5</li> <li>• Establish a leveled bookroom to support Guided Reading</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of use of data to inform instructional practice and program development</li> <li>• Data room</li> <li>• Improvement in math MCAS scores</li> <li>• Evidence of implementation in all classrooms: number grids, monthly unit completion, math boxes, math messages, formative assessments, manipulatives and math games</li> <li>• Classroom schedules Student achievement on mid-year and end of year assessments</li> <li>• Literacy Block/Guided Reading schedule, improved DIBELS, SRA and DRA scores</li> <li>• Student achievement data</li> <li>• Consistency of use</li> <li>• Student achievement data</li> </ul>

## II. Curriculum / Instructional Programs

*Goal #2: To develop, expand, and/or improve curriculum models and implement best instructional practices.*

'07 – '08 Accomplishments	2008-2009 Objectives	Assessment
<ul style="list-style-type: none"> <li>• Explored 6 + 1 Traits writing across all curricula and at all levels of instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented common planning time at each grade level to address the specific needs of students, analyze student data, identify at-risk students and implement</li> <li>• Implemented common planning time for SPED teachers and therapists, who service students in the ECC, to meet</li> <li>• Develop differentiate curriculum in the content areas in the ECC</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of collaboration amongst staff and district staff</li> <li>• Schedules</li> <li>• Developed curriculum</li> </ul>
<ul style="list-style-type: none"> <li>• Implemented teaching co-teaching model with sheltered English classrooms.</li> <li>• Developed monthly meetings with district SEI SPED coordinator to increase staff understanding of content and language standards for SEI students</li> <li>• Use differentiated methods of instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Create units based on SIOP model that defines language and content language objectives for ELL students.</li> <li>• Continue to offer to staff in best practices for instructing second language learners</li> <li>• Integrated ELL into grade level classrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of language objectives</li> <li>• Student achievement</li> </ul>

## II. Curriculum / Instructional Programs

*Goal #2: To develop, expand, and/or improve curriculum models and implement best instructional practices.*

'07 – '08 Accomplishments	2008-2009 Objectives	Assessment
<ul style="list-style-type: none"> <li>• Continued Century Learning Centers grant to enhance after school curriculum offerings in partnership with the YMCA</li> </ul>	<ul style="list-style-type: none"> <li>• Re-design the 21<sup>st</sup> Century grant after-school program to include a project based and problem solving component aligned with district curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Teacher and student surveys</li> <li>• Grant evaluation</li> <li>• Student achievement</li> </ul>
<ul style="list-style-type: none"> <li>• Continued classroom emphasis on vocabulary in all curriculum areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand emphasis of vocabulary to include wider student exposure to commonly used terms</li> <li>• Implemented a behavior and discipline policy, the Bentley ABC's, in the Bentley and ECC to ensure consistent expectations that align with the school's core values</li> <li>• Implemented a rotating integrated enrichment programs for music, art and science</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum template and PLC team notes</li> <li>• Decrease in reported discipline slips</li> <li>• Schedules</li> </ul>

### III. Partnerships

Goal #3: *To provide leadership by establishing a learning community in Salem through partnerships with higher education, community organizations, and businesses.*

'07-'08 Accomplishments	2008-2009 Objectives	Assessment
<ul style="list-style-type: none"> <li>• Maintain and widen the number of student teachers and expand their attendance to after school hours.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a relationship with Salem High School seniors to develop service learning projects with the third grade that will benefit the Bentley School Community and the community at large</li> </ul>	<ul style="list-style-type: none"> <li>• Projects</li> <li>• Feedback from faculty</li> </ul>
<ul style="list-style-type: none"> <li>• Instituted a school wide monthly newsletter where each grade levels inform parents of classroom activities</li> <li>• Implemented a Wednesday Parent/Student Homework night guided by teacher generated strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to encourage parents to support the education of their students by implementing a "Math Game Night" where parents learn to use the Everyday Math Resource Book to make math games to guide student learning</li> <li>• Implement a Literacy Night where parents learn about the literacy program and strategies to use when reading with their child</li> <li>• Expanded the homework night to include MCAS question in grades 2-5</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance</li> <li>• Attendance</li> <li>• Examples of work</li> <li>• Achievement scores</li> </ul>

### III. Partnerships

Goal #3: *To provide leadership by establishing a learning community in Salem through partnerships with higher education, community organizations, and businesses.*

<ul style="list-style-type: none"> <li>Continued communication with local and regional cultural and educational institutions: Peabody Essex Museum (PEM), the House of the Seven Gables, Salem YMCA, Gordon College, The Museum of Science, and Dominion</li> </ul>	<ul style="list-style-type: none"> <li>Expand the collaboration of community partners to including the recreation department with the City of Salem and Simmons College</li> </ul>	<ul style="list-style-type: none"> <li>Successful awarding of grants and evidence of participation in joint grant writing</li> <li>Funds raised</li> </ul>
<ul style="list-style-type: none"> <li>Encouraged staff to apply for grants and invited Foundation members to address Bentley school staff</li> </ul>	<ul style="list-style-type: none"> <li>Broadened field to included Tower Foundation and Saucony Running Company</li> </ul>	<ul style="list-style-type: none"> <li>Grant applications and awards from the Foundation for Salem Public Education</li> </ul>

## IV. Professional Development

**Goal #4:** *To establish a plan for ensuring successful leadership development and professional growth at all levels.*

'07-'08 Accomplishments	2008-2009 Objectives	Assessment
<p>Implemented school wide training in:</p> <ul style="list-style-type: none"> <li>• Sheltered English methodologies</li> <li>• Two-Way methodologies</li> <li>• assessment processes</li> <li>• inclusion strategies</li> <li>• collaborative practices</li> <li>• curriculum development</li> </ul>	<p>Workshops for staff:</p> <ul style="list-style-type: none"> <li>• teaching techniques</li> <li>• co-teaching strategies</li> <li>• Category 1-4 trainings</li> <li>• Continue to provide professional development in SEI for program implementation at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-post assessments</li> <li>• Staff feedback</li> <li>• Student achievement data</li> <li>• Use of SIOP and ELPBO documents for SEI</li> <li>• Use of Walkthrough protocol for Sheltered Instruction Observation Protocol (SIOP)</li> <li>• Meeting notes with district liaison and SEI personal</li> </ul>
<ul style="list-style-type: none"> <li>• Provided training to PreK-5 6+ 1 Traits to support writing initiatives at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Provided training to staff on the implementation of the Guided Reading program and the resources used to support it</li> <li>• Provided evening programs to educate parents in literacy</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Team Minutes</li> <li>• Grade level rubrics</li> <li>• Meeting notes with district Literacy Specialist</li> </ul>
<ul style="list-style-type: none"> <li>• Developed school wide definition of Professional Learning Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with Kevin Fahey at Salem State College in the development of a leadership team</li> <li>• Provided training to the school leadership team in the use of protocols in order to analyze data</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting notes</li> </ul>

### IV. Professional Development

*Goal #4: To establish a plan for ensuring successful leadership development and professional growth at all levels.*

'07- '08 Accomplishments	2008-2009 Objectives	Assessment
<ul style="list-style-type: none"> <li>• Implemented Professional Book Group</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded Professional Book Group to include additional members and meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Text- based discussion notes from meetings</li> <li>• Essential questions</li> </ul>
<ul style="list-style-type: none"> <li>• Differentiated instructions to meet the needs of diverse learners in the areas of writing and math</li> </ul>	<ul style="list-style-type: none"> <li>• Provided evening programs to educate parents in ways to assist their children at home with EDM</li> <li>• Provided training for new teachers in the EDM curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance</li> </ul>

## V. Resource Allocation

**Goal #5:** *To ensure safe and state-of-the-art facilities in order to provide optimal environments for student achievement and community learning.*

07-'08 Accomplishments	2008-2009 Objectives	Assessment
<ul style="list-style-type: none"> <li>• Put in a buzzer/video security system at the main doors of the Bentley School and the ECC</li> </ul>	<ul style="list-style-type: none"> <li>• Replace one-third of all window shades in building</li> <li>• Re-key all classroom doors for the purpose for locking from inside as well as the outside</li> </ul>	<ul style="list-style-type: none"> <li>• Security drill</li> <li>• Completion</li> <li>• Completion</li> </ul>