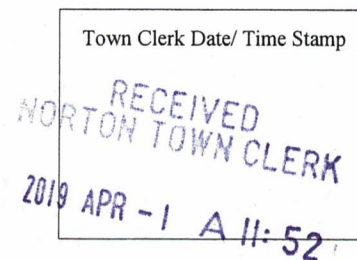




MINUTES

TOWN OF NORTON



Board / Committee: NORTON MIDDLE SCHOOL SITE COUNCIL

Meeting Date: Wednesday, November 28, 2018 Time: 3:45 PM

Meeting Location: Norton Middle School Administrative Conference Room

Members & Staff Present: Eileen Sejkora, Mr. Hayward, Erin Shea, Holly Ferriera, Mr. Goldstein, Hannah Morrison, Mary Murray

Members Not Present: _____

The meeting was called to order at 3:50 PM and adjourned at 5:00 PM.

Minutes from the October 11, 2018 meeting were reviewed and approved as written.

Meeting Motions / Actions and Summary of Discussions:

The focus of the SITE Council 2018-2019 is to write a new school improvement plan.

School Report:

- Discussion of Trimesters
- Discussion of Grade 6- School brains? Standards-based report cards for next year? Group consensus: Don't do standards-based report cards for grade 6. Stick with the current plan
- Discussion of Parent-Teacher conferences.

School Improvement Plan

- December 5th- meeting to develop new Strategic Plan. SITE Council looked at the 2015-2018 plan.
- Mr. Hayward would like to explore new furniture/desks for classrooms. He would like to Pilot a few "next generation" furniture/desks.
- Discussion about MCAS scores- should it be part of new School Improvement Plan?

Cell Phone Policy: Enforcement Changes

Discussion and decisions/votes.

This agenda item was not discussed.

Member Concerns/ Parent Feedback: Discussion and decisions/votes

6th Grade lunch- Can they start to sit where they want to sit?

List of Documents and Other Exhibits used at Meeting:

1. Norton Public Schools Strategic Plan 2015-2018

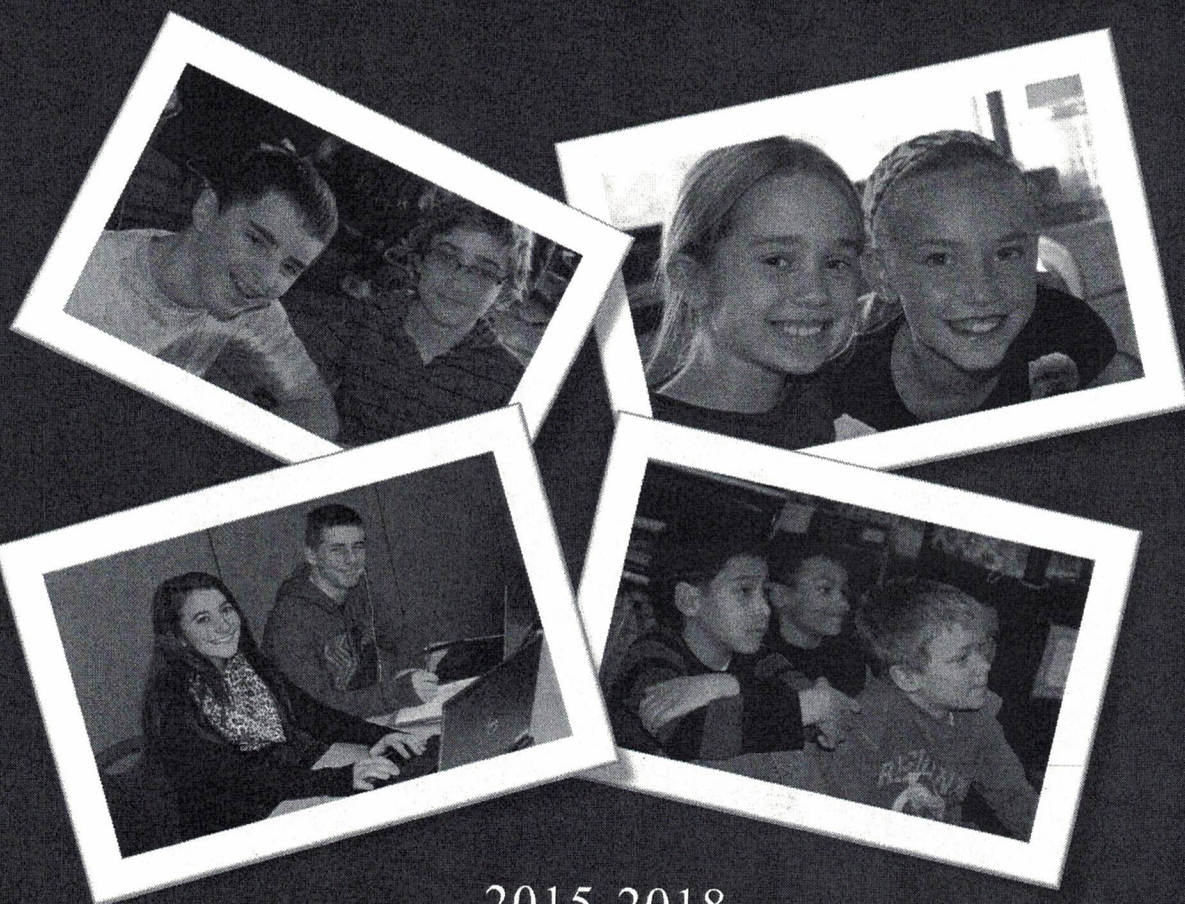
Meeting was adjourned at 4:45 PM until the next meeting on March 27, 2019 : 3:45 PM at the Norton Middle School Administrative Conference Room.

Minutes approved by the Board or Committee on: TBD

Chairman Signature: _____

NORTON PUBLIC SCHOOLS

Strategic Plan



2015-2018

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Introduction

The Norton Public Schools prides itself on being an integral aspect of the Norton community. We are active and engaged in several community events including: town parades, meetings, and the hosting of special events. In developing this Strategic Plan, we felt it important to ensure the opportunity for all members of the Norton Community to contribute.

During the spring of 2014, a Strategic Planning Committee was formed and tasked with developing a new three-year strategic plan. The committee was made up of Norton Public Schools administrators, teachers, parents, a school committee member, and members of the community. In order to determine the priority areas of the strategic plan, the committee developed an online survey that was released to the entire community. Paper copies of the survey were also made available in key locations in town. The results of the survey were collated and presented to the committee for review and development into key areas of focus. Prior to implementation, this strategic plan was reviewed by the committee, Norton Public Schools Administration and approved by the Norton School Committee. Once implemented, this plan will be reviewed annually and progress toward goals reported on publicly through school committee meetings and on the District Website.

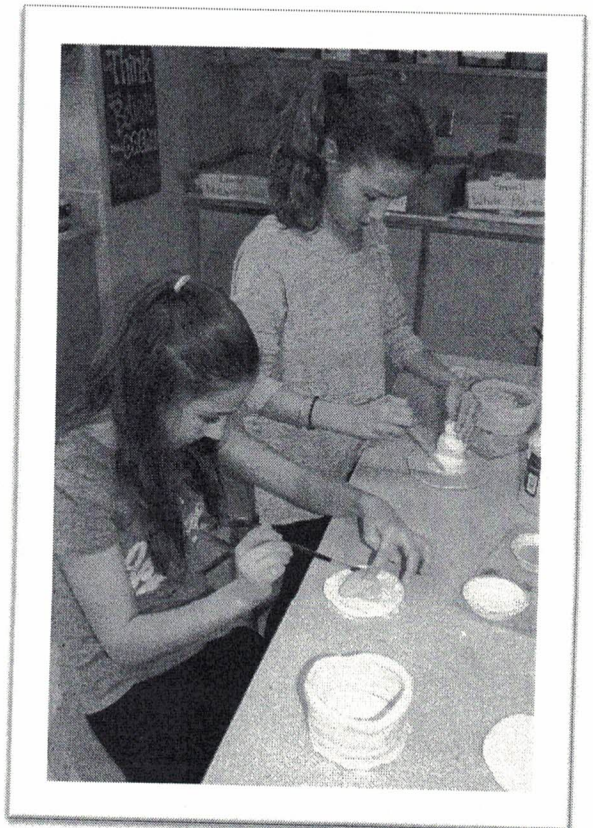
Thank you to all who contributed to the development of this plan.

Norton Public Schools Strategic Planning Committee

Jeanne M. Sullivan, Director of Pupil Personnel Services, Co-Chair
Jennifer O'Neill, Director of Curriculum and Instruction, Co-Chair
Melanie Barrick, Parent
Donna Belinsky, Parent
Riitta Bolton, Principal
Sheri Cohen, Parent
Amy Darling, Parent
Valerie Desmond, School Committee Member
Lisa Farrell, Principal
Kristine Kefor, Gr. 3 Teacher, JCS
Cathy Luke, Principal
JoAnn Mallon, Gr. 5 Teacher, HAY
Elizabeth McManus, Community Member
Donna Ross, Parent
Ralph Steffanelli, Community Member
Gia Sunderland, Reading Specialist, JCS
Karen Winsper, Director of Instructional Technology

Norton Public Schools School Committee

Deniz Savas, Chairperson
Valerie Desmond
Phillip Lynch
Andrew Mackie
Marge Werner



Letter from the Superintendent

Dear Community Members,

It is with great pride that we present the Norton Public Schools' Strategic Plan for 2015- 2018.

The vision of The Norton Public Schools of Norton, MA is to be student centered. The District has in this Strategic Plan laid the foundation for this vision with the following four (4) goals:

1. Academic success for All students
2. Enriching student learning experiences
3. Investing in our staff; and
4. Continuing to be a source of pride for the community



The plan is the result of a collaborative effort that included faculty, staff, parents, and community members. Over 400 surveys were completed by our stakeholders, stockholders and tax payers. The goals became very evident from the survey results. In order to address the work necessary to continuously improve we must target our goals for the next three years (2015-2018).

Our belief in high standards and expectations, global learning and placing attention on individualized learning is at the core of this plan. Most importantly the process includes self-reporting our goals at least yearly. The process for this new initiative includes the following:

*A Strategic Plan
A District Improvement Plan
Five School Improvement Plans
A District Data Action Plan
Five Data Improvement Plans*

This consistent and progressive strategic plan is about establishing the structures and systems needed to be an excellent school system. Being transparent, collaborative and communicative will be the three key principles that will drive our plan as we move forward.

We will focus on the 16 objectives outlined within the four (4) goals as we develop initiatives and budgets. As we develop, debate, implement and review the 16 objectives we will focus our thoughts on one key agenda item- providing access for ALL students.

Thank you in advance for your continued support as we support all students through the educational process to gain the knowledge and skills they require to be successful in their post high school endeavors and beyond.

With Regards,

Joseph F. Baeta, Ed.D.
Superintendent of Schools
The Public Schools of Norton, MA

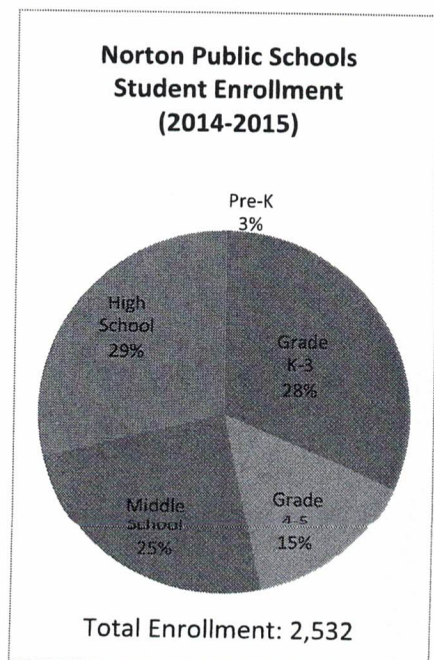
Norton Public Schools

School District Information

Norton Public Schools provides a comprehensive education program for students in Preschool through Grade 12 and beyond for students with significant disabilities. The District is comprised of 5 schools - L.G. Nourse Elementary School (PK-3), J. C. Solmonese Elementary School (K-3), H. A. Yelle Elementary School (4-5), Norton Middle School (6-8), and Norton High School (9-12). Norton Public Schools serves as the host district to the READS Collaborative Deaf and Hard of Hearing Program and a Bi-County Collaborative Program. Additionally, the District began to accept students for school choice beginning in the fall of 2014.

The Norton Public Schools believes in high standards and expectations for all staff and students. Teachers and Specialists at all levels are appropriately licensed by the Massachusetts Department of Elementary and Secondary Education. Our curriculum is aligned with the Massachusetts State Frameworks which are based on the Common Core State Standards. We provide a full range of academic and enrichment classes for students including English, math, science, social studies, business, art, music, computer/technology, physical education, health and foreign language. At the high school level, we offer advanced placement courses, opportunities for dual enrollment with area colleges, college preparatory courses, internship and vocational opportunities. In addition to the academic areas, we provide guidance and counseling services, special education supports, specialized programs, speech/language therapy, occupational and physical therapy services, and academic support for students with limited English proficiency. Students at Norton High School and Norton Middle School have multiple opportunities to participate in extracurricular activities such as clubs and sports.

The Project Early Preschool Program as well as the Kindergarten programs at the L.G. Nourse and J. C. Solmonese Schools are National Association of Education of Young Children (NAEYC) accredited. Norton Middle School is a spotlight school named by the New England League of Middle Schools (NELMS). Norton High School is accredited by New England Association of Schools and Colleges (NEASC).



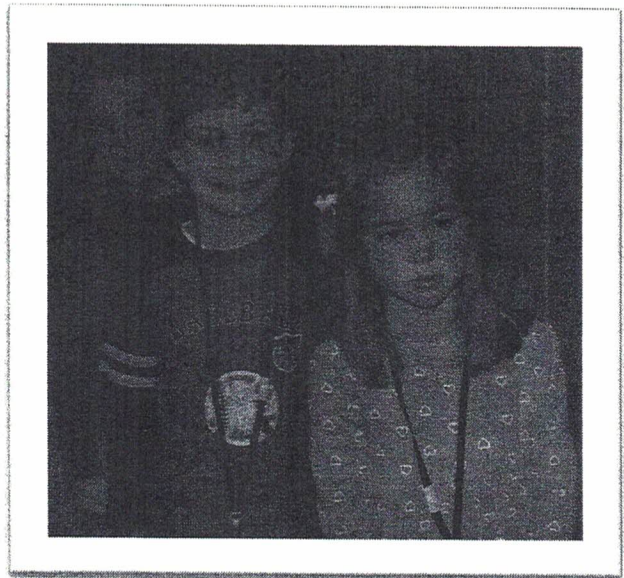
Norton Public Schools www.norton.k12.ma.us	
Dr. Joseph F. Baeta, Superintendent of Schools: 508-285-0100 64 West Main Street	
L.G. Nourse School (LGN): 508-285-0110 38 Plain Street Catherine Luke, Principal	
Joseph C. Solmonese School (JCS): 508-285-0120 315 West Main Street Riitta Bolton, Principal	
Henri A. Yelle School (HAY): 508-285-0190 64 West Main Street Lisa Farrell, Principal	
Norton Middle School (NMS): 508-285-0140 215 West Main Street Vincent Hayward, Principal Ron Goldstein, Assistant Principal	
Norton High School (NHS): 508-285-0160 66 West Main Street Megan Lafayette, Principal Lisa Giuliano, Assistant Principal	

Norton Public Schools

Core Values

We believe in:

- Creating a safe, secure learning environment where respect, honesty, and appreciation of individual differences are fostered.
- Cultivating and maintaining partnerships with students, parents, staff and the community.
- Maintaining rigorous standards and high expectations for all students as keys to academic excellence and life-long learning.
- Motivating students to become independent learners who take responsibility for their own learning.
- Offering a balanced curriculum aligned with quality instruction
- Inspiring and equipping all students to discover and develop their talents in order to express their unique potential as leaders, critical thinkers, and collaborators.
- Instilling a sense of pride in our schools and community.

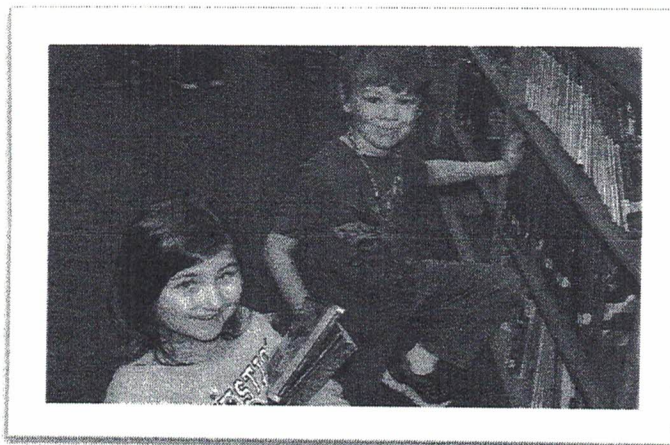


Mission Statement

Guided by our Core Values, the Norton Public Schools, in active partnership with parents and the community, will provide each student with a quality education, one which fosters personal development and intellectual growth and prepares each to contribute and succeed as a productive and responsible global citizen in the 21st century.

Vision Statement

The Norton Public Schools, in collaboration with the community, inspires excellence in teaching and learning in order to promote individual talents and maximize each student's potential.



Norton Public Schools District Goals:

1. Academic Success for All Students through a rigorous curriculum that is focused on both academics and 21st century skills while preparing students for college and career.
2. Enriching student learning experiences by expanding district programs.
3. Invest in our staff by providing targeted professional development and recruiting and hiring exceptional candidates.
4. Continue to be a source of pride for the community through the maintenance and infrastructure of our buildings and relationships within the Town of Norton.

Strategies to Address Goals:

1. High quality instruction that addresses individual student needs and focuses on closing achievement gaps while preparing all students for success after graduation.
2. Provide students with life experiences to extend learning outside of the classroom, including increased exposure to STEAM (science, technology & engineering, arts, and mathematics) education and world languages.
3. Provide meaningful, high quality professional development that is aligned to District goals to all teachers and support staff.
4. Align District resources with educational needs in order to accomplish the goals put forth in the strategic plan.

Monitoring our Progress:

The District will report on progress towards our goals and strategies publically throughout the life of this plan. We will measure our progress through examination of student growth, staff retention, parent input and post school outcomes for students.



Strategy 1: High quality instruction that addresses individual student needs and focuses on closing achievement gaps while preparing all students for success after graduation.

Key Initiatives:

1a. Equal access to Full Day Kindergarten for all students

- ❖ Design a comprehensive budget for the FY16 school year that will include full day kindergarten at no cost to families.
- ❖ Collaborate with families and the community to advocate for early childhood education in our community through community forums and informational pamphlets.
- ❖ Apply for the State's *Transition to Full Day Kindergarten Grant* in order to defray the initial start-up costs associated with a universal Full Day Kindergarten program.



1b. Provide all students with a rigorous curriculum, aligned with the Massachusetts State Frameworks and/or national standards that will prepare them for college and career.

- ❖ Develop and maintain a continuous cycle for curriculum revision and development across all content areas, including a budget for updated materials.
- ❖ Set clear expectations that the written curriculum will be taught and assessed in every classroom, promoting consistency district wide.
- ❖ Ensure staff have access to appropriate, current, and aligned curriculum resources including the purchase of a new elementary math program in grades K-5.
- ❖ Analyze student data related to outcomes for students post high school in terms of attendance at a 2-year school, 4-year school, and career path exploration and utilize this information to make informed decisions about course pathways.

1c. Focus on Closing Achievement Gaps.

- ❖ Examine relevant assessment and student performance data to create structures of imbedded support for students in the areas they need it most.
- ❖ Develop resources outside of the school day to provide targeted support for students in areas of weakness.
- ❖ Expand the use of data through progress monitoring and adjustment to practice in all classrooms and content areas.



1d. Provide comprehensive continuum of specialized services for students who are not able to access the curriculum in the traditional manner.

- ❖ Increase community connections to provide additional resources for students, ages 18-22.
- ❖ Continue to develop additional specialized resources and in district programming focused on the needs of students.
- ❖ Develop a structure at the MS and HS level where counselors are providing courses on skills required for career readiness.

Strategy 2: Provide students with life experiences to extend learning outside of the classroom, including increased exposure to STEAM education and World Languages.

Key Initiatives:

2a. Examination of enrichment opportunities for students and families

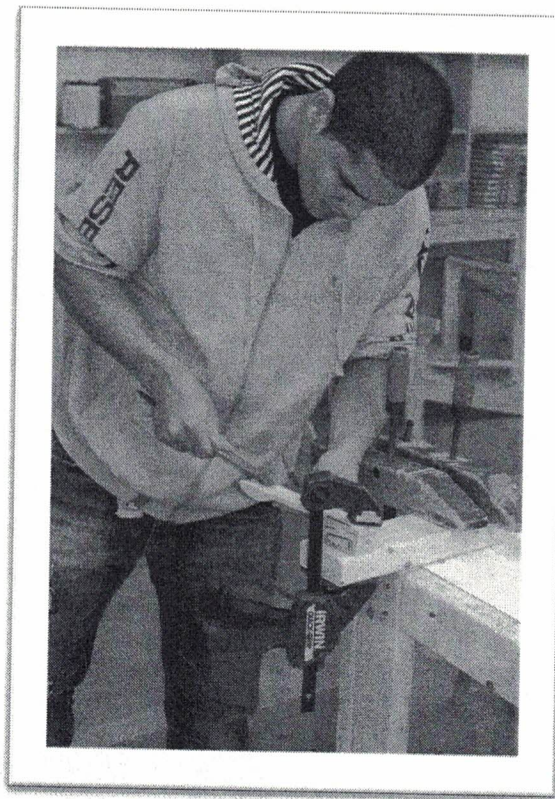
- ❖ Survey families at the elementary buildings to determine need and interest areas.
- ❖ Establish partnerships with community groups to offer before and after school programming.
- ❖ Collaborate as a district to host more community events that center on the arts, such as the spring music concert.

2b. Expand access and exposure to current technology and real-world applications

- ❖ Implement Google Apps for Education (GAFE) for students and staff PreK-12
- ❖ Transition to Gmail for email service for staff. Provide internal email accounts for students in grades 6-12.
- ❖ Pilot a Bring Your Own Device (BYOD) program for students
- ❖ Implement a best-practice instructional technology coaching model to support staff in integrating technology throughout the curriculum PreK-12.
- ❖ Incorporate technology standards and skill assessments into classroom instruction to develop targeted skills.
- ❖ Expand online learning opportunities across grade levels.

2c. Strengthen District-wide programming in STEAM Education and World Languages

- ❖ Continue to increase participation in choral and instrumental music programs at the elementary level without interrupting classroom instruction.
- ❖ Examine the middle school schedule to allow for more consistent opportunities for students to engage in music and the arts.
- ❖ Expand World Language instruction at the middle school, transitioning staff from our elementary program to engage students in an exploratory language program in grade six, and a full year of language in grades seven & eight.
- ❖ Update middle school technology education lab with state of the art equipment to promote innovation, creativity, and collaboration.



Strategy 3: Provide meaningful, high quality professional development that is aligned to District goals to all teachers and support staff.

Key initiatives:

3a. Provide opportunities embedded in the school day for professional collaboration among teachers and specialists.

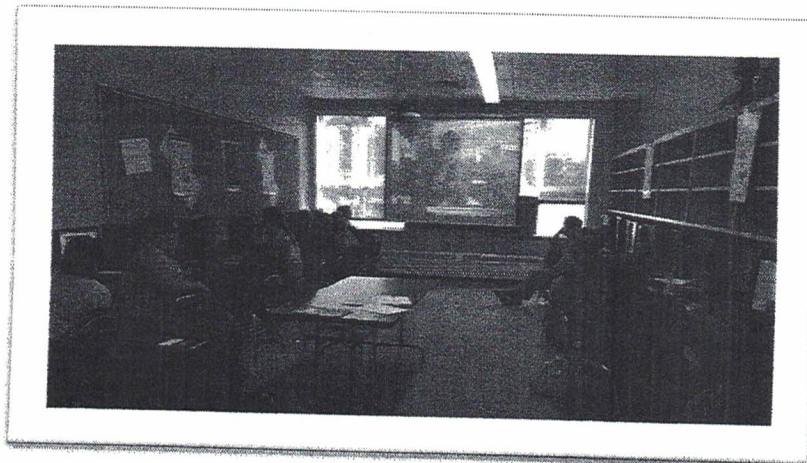
- ❖ Peer Observation
- ❖ Grade level work to review data, student progress and determine next steps
- ❖ Develop a common language for the District with respect to the curriculum, student performance and specialized services

3b. Continue to provide experiences for targeted but differentiated professional development to reach staff at their level, area of interest, and content.

- ❖ In collaboration with the town, increase the funding for professional development opportunities within the general budget
- ❖ Full Day Professional Development Day – Conference Model with staff providing sessions for others in their area of expertise
- ❖ Develop staff as trainers to share the expertise that they have
- ❖ Provide targeted training for school counselors, psychologists related to providing social emotional supports in the school setting.
- ❖ Engage staff in targeted training on specialized reading and writing approaches in order to maintain a continuum of services and meet student needs
- ❖ Provide on-going professional development for staff to support the regular use of relevant technology in instruction
- ❖ Continue to pursue grant funding that will subsidize the cost of PD to the town. Expand this area to include competitive and innovative grant opportunities, both government and privately funded.

3c. Examine District recruitment and hiring practices to ensure maintenance of highly qualified staff in all areas

- ❖ Review NPS organization chart to examine areas of alignment, need and clarity of communication.
- ❖ Review and update job descriptions of professional support personnel.
- ❖ Develop system-wide hiring procedures that include more specific protocols, such as model lessons.
- ❖ Provide ongoing mentoring for teachers and specialized support staff beyond year 1.
- ❖ Develop comprehensive staff handbooks and procedure manuals including curriculum for their grade level/ area.



Strategy 4: Align District resources with educational needs in order to accomplish the goals put forth in the strategic plan

Key Initiatives:

- 4a. Decrease number of transitions for students and their families within the District
 - ❖ Complete a feasibility study to examine realignment of grade level within the district.
- 4b. Examine current fee structure in all areas
- 4c. Improve communication with families and the community
 - ❖ Update District website regularly
 - ❖ Administrators and staff will represent the District at community meetings, forums, events
- 4d. Maintain well repaired buildings
 - ❖ Preventative maintenance programs for HVAC, boilers, kitchen equipment, etc.
 - ❖ Facility Needs Assessment Report to assess current standings of staffing and internal building needs that will assist in planning for the future.
 - ❖ Total Building Envelope Report
- 4e. Update food services offerings
 - ❖ Survey students and families in order to improve menus
- 4f. Update technology available at all levels of the District
 - ❖ Maintain and develop building technology infrastructure that is adaptable to new curriculum and instruction and the evolving needs of individuals and learning communities.
 - ❖ Create a flexible, realistically updated inventory of equipment and digital technology tools, utilizing industry standards for staffing, training and maintenance aimed at preparing students for global careers.
 - ❖ In collaboration with the town, provide laptop computers for all teachers PreK-12.
 - ❖ Update computer operating systems district-wide to current version.
 - ❖ In collaboration with the town, purchase mobile carts of technology for student use.
 - ❖ In collaboration with the town, acquire and implement a new Student Information System to enable more efficient access to student data and state reporting requirements.
 - ❖ Increase funding for technology resources that support teaching and learning through the general operating budget.

