

Glenwood Elementary School

**65 Glenwood Road
Rutland, MA 01543**

School Improvement Plan
2010-2011

May 2010

GLENWOOD ELEMENTARY SCHOOL
SCHOOL IMPROVEMENT PLAN
MAY, 2010

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I. INTRODUCTION

The current document summarizes progress toward the School Improvement Objectives targeted for the 2010-2011 school year and sets the Goals/Objectives for the next one to three years of School Improvement efforts at Glenwood Elementary School.

Anthony A. Gasbarro, Principal

GLENWOOD ELEMENTARY SCHOOL SIMCO Members 2010-2011

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Katelyn Wojnarowicz

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Chris Mulry
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Community Members

Joann Stanton
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Term ends Sept. 2010

School Committee Liaison

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II. STATE AND SCHOOL COMMITTEE GOALS

The School Council has reviewed its School Improvement Plan and finds that it is consistent with the School Committee Goals and the State Goals outlined in Chapter 71, Section 59C.

Theme I: School Culture and Climate	
Goal #1	Unify the community around the vision, mission, core values, and goals.
Goal #2	Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.
Goal #3	Strengthen partnerships among staff, students, parents, and community members that support teaching and learning.
Theme II: Curriculum, Instruction, and Assessment	
Goal #4	Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.
Goal #5	Develop programs to increase equitable educational opportunities to all students in the District.
Goal #6	Develop programs that ensure there is consistency in instruction and continuity of curriculum in what we teach.
Theme III: Student Support Services: The Whole Child	
Goal #8	Promote/provide programs and practices that enhance the social/emotional well being of all students.
Theme IV: Personnel and Professional Development	
Goal #9	Create more opportunities for collaboration and mentoring.
Theme V: Instructional Support and Facilities	
Goal #13	Identify and plan for the use of technology and media that will enhance education and/or increase the efficiency of administration.
Theme VI: Community Relations and Communications	
Goal #15	Increase accessibility of school facilities and programs to residents and communities.
Theme VII: Organizational Leadership and Management	
Goal #18	Improve communication with staff, students, parents and the community.
Theme VIII: Educational Funding	
Goal #19	Seek financial efficiencies and maximize the cost effectiveness of programs and services while meeting improvement goals.

GLENWOOD ELEMENTARY SCHOOL VISION STATEMENT

Improving the citizens of tomorrow by learning and growing today.

GLENWOOD ELEMENTARY SCHOOL MISSION STATEMENT

The Glenwood Elementary School community encourages children to achieve their highest potential while fostering positive academic, emotional, physical, and social growth. Through a differentiated approach to instruction, children become active, life-long learners in an ever-changing, technologically advanced, global society.

THE GLENWOOD COMMUNITY PLEDGE

I WILL WALK QUIETLY IN SCHOOL.

I WILL TREAT OTHERS WITH KINDNESS AND RESPECT.

I WILL RESPECT SCHOOL PROPERTY AND THE PROPERTY OF OTHERS.

I WILL KEEP OTHERS AND MYSELF SAFE.

I WILL COOPERATE AND ALWAYS DO MY BEST WORK.

III. Glenwood Elementary School 2010-2011 Accomplishments

This has been a busy year for the students, parents, faculty, and staff at Glenwood Elementary School. The Glenwood community is proud to announce that it officially made Adequate Yearly Progress based on the results of the 2009 MCAS test results. Students and teachers worked diligently throughout the year to make significant gains in every subgroup. Parents were invited to attend a MCAS night where the most recent test results were shared. In addition, a school report card was sent home in March detailing the school's official AYP status. Details of that report card are available at www.wrsd.net/glenwood.

(2009 Test results for Glenwood are included below for your review.)

The literacy initiative continues to be well received by students, teachers and parents. This year Writers' Workshop was added to the literacy block in conjunction with the Readers' Workshop model. Students are expanding their ability to write for a purpose and are looking at authentic texts to model the craft of writing. All students are reading texts of their own choice at their individual reading level.

Glenwood is fortunate to have two part-time Title One teachers who provide supplemental literacy instruction to students in both an inclusive and pullout model in grades K-2 and 3-5. Students receive targeted assistance after scores from district formative assessments are analyzed as well as through teacher input. A Title One Open House was well attended by parents in the fall and a literacy night is scheduled before the summer break. There is also a plan to send books home to students throughout the summer to minimize summer reading regression.

Math instruction for Glenwood includes the Everyday Math program being utilized in grades K-5 with some faculty members piloting the math pacing guide. This pacing guide expands on the content of the Everyday Math curriculum and is more aligned with the Massachusetts Curriculum Frameworks. It allows teachers the freedom to conduct daily exercises on the most important topics on math everyday and then to also get into the topics of the Everyday Math curriculum as well. The entire fifth grade team is using the math pacing guide with great success. Glenwood is utilizing a teacher led *medical rounds* model for teaching effective math attack strategies and best practices in mathematics instruction. A teacher will give a model lesson that will be observed by colleagues with the opportunity for both pre and post discussion by grades 3-5 level teams.

Students who are not meeting nationally normed benchmarks are given an additional dose of instruction during daily Tier 2 instructional periods through RTI (Response to Intervention). Faculty members at all grade levels are able to provide research based interventions in both literacy and math. This year, all students receiving Title One reading support and being progress monitored by the Title One teachers with consultation with the classroom teacher.

Based on bus safety concerns expressed through the student safety survey and the yearly SIMCO survey, Glenwood has developed a school wide Bus Community Curriculum. All members of the school are divided up into bus communities that are facilitated by four cross grade level teachers or administrators. The students have adopted a list of bus expectations that have been shared with students, parents, teachers and bus drivers. During the Bus Meetings, students problem solve, role play and discuss concerns related to the riding the bus.

There has been a greater emphasis this year to encourage the use of technology to support content instruction as well as student skill building. Glenwood has been fortunate to pilot an online resource, Discovery Education, which provides visually rich content that is standard based to integrate into all content areas K-5. Glenwood also has purchased Brain Pop, a web-based application, which is used in all grade levels to support content instruction. In addition, a technology skills curriculum has been

developed and technology benchmarks have been created for grades 3-5. Our school librarian has been instructing the third grade students in technology programs such as Type to Learn, Kidspiration, and Word. We hope to expand the technology skills instruction curriculum to all students, grades 3-5 next year through a media instruction class led by the school librarian.

School safety remains a focus for the Glenwood Elementary School. Fire drills, stay in place drills and evacuation drills are all part of the Crisis Plan for Glenwood which is on file at the school and with the Rutland Police Department and the Rutland Fire Department. Administration as well as faculty and staff with students who may be inclined to require additional support are all equipped with two-way radios so that assistance can be provided at a moments notice. Students in all grades have also been instructed in the Second Step program by their teachers. This program gives students practice on how to handle situations where they may require empathy training, problem solving, anger management and impulse control. In addition, this year the Glenwood Book of Kindness and Caring has been implemented to recognize students who go beyond what is expected and treat others with kindness, caring and respect. Students can be nominated by each other or by other adults in the building. The kind deed is recorded in a binder and one entry is shared each morning over the loud speaker. New entries are submitted daily.

In an effort to bridge the gap between school and home, the Parents And Teachers Helping Students (PATHS) program has been instrumental in getting parent volunteers to assist students in class with academic support. Currently 24 volunteers donate about 21.5 hours per week in various classrooms. This is an increase of 3.5 hour per week from last year. An evaluation of the program will be used soon to measure its effectiveness.

Use of the Glenwood Facility has been brisk this year with various local organizations using parts of the school for educational and recreational use. To date, a total of over 1,400 hours of building use beyond the school day are being logged by various organizations. We are committed to providing a safe and clean facility for various local organizations to use as part of our gift back to the town of Rutland for this beautiful and functional facility.

The Glenwood Elementary School takes pride in its commitment to the greater community. In the fall students donated 1,800 pounds of food to donate to the Rutland Food Pantry. There was a school wide clothing, shoes and toiletry supplies drive this winter. All donated items were given to the veterans' shelter. In January, \$2,000 was collected by the school in the Hats for Haiti drive and donated to the American Red Cross.

MCAS Tests of Spring 2009 Percent of Students at Each Performance Level for Glenwood

Grade and Subject	Advanced/ Above Proficient		Proficient		Needs Improvement		Warning/ Failing		Students Included	CPI
	SCHOOL	STATE	SCHOOL	STATE	SCHOOL	STATE	SCHOOL	STATE		
GRADE 03 - READING	21	12	52	45	22	33	5	10	86	91.0
GRADE 03 - MATH	33	20	42	40	22	25	3	15	86	90.7
GRADE 04 - ELA	20	11	42	42	27	35	11	11	64	81.6
GRADE 04 - MATH	16	16	38	32	41	41	6	11	64	80.5
GRADE 05 - ELA	22	15	52	48	22	29	4	8	91	89.0
GRADE 05 - MATH	22	22	34	32	30	29	14	18	91	58.5
GRADE 05 - SCI & TECH	22	17	37	32	32	39	9	12	91	82.1

Glenwood - 2009 Adequate Yearly Progress (AYP) Data

	NCLB Accountability Status	NCLB Accountability Status	NCLB Accountability Status
ENGLISH LANGUAGE ARTS	Improvement Year 1	High	Above Target
MATHEMATICS	No Status	High	Above Target

To make adequate yearly progress in 2009, a student group must meet (A) a student participation requirement, either (B) the State's 2009 performance target for that subject or (C) the group's own 2009 improvement target, and (D) an additional attendance or graduation requirement.

Adequate Yearly Progress History										NCLB Accountability Status	
		2001	2002	2003	2004	2005	2006	2007	2008		2009
ELA	Aggregate							No	No	Yes	Improvement Year 1
	All Subgroups							No	No	Yes	
MATH	Aggregate							Yes	Yes	Yes	No Status
	All Subgroups							Yes	No	Yes	

<i>English Language Arts</i>	<i>Met Target</i>	<i>Actual</i>	<i>Met Target (90.2)</i>	<i>Actual</i>	<i>Met Target</i>	<i>Change from 2008</i>	<i>Met Target</i>	<i>Actual</i>	<i>AYP 2009</i>
Aggregate	Yes	100	No	87.8	Yes	8.3	Yes	96.3	Yes
Lim. English Prof.	-	-	-	-	-	-	-	-	-
Special Education	Yes	100	No	70.5	Yes	12.2	Yes	95.6	Yes
Low Income	-	-	-	76.0	-	-	-	-	-
Afr. Amer./Black	-	-	-	-	-	-	-	-	-
Asian or Pacif. Isl.	-	-	-	-	-	-	-	-	-
Hispanic	-	-	-	-	-	-	-	-	-
Native American	-	-	-	-	-	-	-	-	-
White	Yes	100	No	88.5	Yes	7.6	Yes	96.2	Yes
<i>Mathematics</i>	<i>Met Target</i>	<i>Actual</i>	<i>Met Target (84.3)</i>	<i>Actual</i>	<i>Met Target</i>	<i>Change from 2008</i>	<i>Met Target</i>	<i>Actual</i>	<i>AYP 2009</i>
Aggregate	Yes	100	No	83.9	Yes	6.5	Yes	96.3	Yes
Lim. English Prof.	-	-	-	-	-	-	-	-	-
Special Education	Yes	100	No	63.1	Yes	5.8	Yes	95.6	Yes
Low Income	-	-	-	79.2	-	-	-	-	-
Afr. Amer./Black	-	-	-	-	-	-	-	-	-
Asian or Pacif. Isl.	-	-	-	-	-	-	-	-	-
Hispanic	-	-	-	-	-	-	-	-	-
Native American	-	-	-	-	-	-	-	-	-
White	Yes	100	Yes	84.3	Yes	5.7	Yes	96.2	Yes

SCHOOL IMPROVEMENT PLAN

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

Success Measures The Glenwood Elementary School vision and mission statement will reflect the current core values of the stakeholders of GES.	Responsible Parties Administration, SIMCO, faculty, parents, and students
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
The Glenwood Elementary School vision and mission statement will be studied to determine if it still reflects the current core values of our community.	Administration SIMCO	The Glenwood Elementary School community will be able to appropriately discuss and understand the school vision and mission statement.	The current vision and mission statement will be updated to reflect the reconfiguration of the school to a 3-5 in consultation with SIMCO members, faculty and administration.

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2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

<p>Success Measures Glenwood Elementary School stakeholders will have a better understanding of the SIP and how its goals are used to steer the direction of the school</p>	<p>Responsible Parties Administration SIMCO</p>
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Action Statements	Person Responsible	Indicator of Success	Status
<p>Action Goals and action steps of the Glenwood SIP will appear as articles in the monthly school newsletter</p>	<p>Principal</p>	<p>Glenwood Elementary School parents will rate their understanding of the SIP higher than the score of 77% in the 2009 SIMCO Survey.</p>	<p>The most recent SIMCO survey conducted in February 2010 reflect a parent understanding of 88% of the SIP.</p>

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Glenwood Elementary School Improvement Plan
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Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

Success Measures Glenwood Elementary School stakeholders will be better informed of school events through the monthly publication of school wide newsletter.	Responsible Parties Administration, Faculty, Glenwood PTO
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood elementary School will publish a monthly newsletter highlighting past and future events. It will be sent home in communication envelopes and posted on the school website.	Administration, Faculty, Staff, Glenwood PTO	Parents will receive their copy each month in their communication envelopes. All copies will be posted on the school website.	This is an ongoing program that has continued this school year. Monthly or two months combined newsletters are created and distributed to parents. There is a goal next year to have more parents access the newsletters via an email attachment or online vs. hard copy.

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Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

<p>Success Measures The Glenwood Elementary School community will be better informed of SIMCO meeting minutes by being able to review them on line on the school's website</p>	<p>Responsible Parties Administration, SIMCO secretary, technology department</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood Elementary School SIMCO meeting minutes will be posted on the school website each month.	Administration, Technology Department	Glenwood SIMCO meeting minutes will be located on the school website for parent reference.	Monthly the agenda and approved minutes are posted on the SIMCO link on the website.

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Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

<p>Success Measures Students, faculty and staff will understand the behavioral expectations of the Glenwood Elementary School community through a thorough understanding of the Glenwood Community Pledge.</p>	<p>Responsible Parties Administration, Faculty, Students, and Staff</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
The Glenwood Community Pledge will be recited by students, faculty, and staff each day as part of the school wide opening exercises.	Administration, Office Staff	Visitors of Glenwood Elementary will be able to hear the Glenwood Community Pledge over the intercom system each day.	This is an ongoing daily practice.

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Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

Success Measures Glenwood Elementary School stakeholders will have an opportunity to meet face to face with the school principal on a regular basis.	Responsible Parties Principal
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
The Glenwood principal will conduct regularly scheduled chats with parents.	Principal	The principal's chats will be scheduled during both the day and evening hours in order to meet the schedules of parents.	Currently, chats are scheduled on the first Friday of the month during the daytime and in the evening immediately before the PTO meeting on the second Thursday of the month.

**Wachusett Regional School District
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Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

Success Measures Parents will have a better understanding of their roles as partners in education after attending Curriculum Night.	Responsible Parties Administration, Faculty, Parents
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Faculty members will use curriculum night to be sure to educate parents on their role in academically supporting their children during the school year.	Administration, Faculty, Parents	Curriculum night agendas will include information for parents on how to academically support their children.	Teachers met as grade level teams on 9/16/09 to plan for the K-2 and 3-5 curriculum nights.

**Wachusett Regional School District
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Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

Success Measures Parents will have a better understanding of the MCAS tests and AYP after attending MCAS night.	Responsible Parties Administration, Faculty, Parents
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Administration will conduct an MCAS information night in order to inform parents of the most recent MCAS.	Administration	An MCAS information night will be scheduled in the fall of 2009 and all parents will be invited to attend.	MCAS Information Night was held on 11/12/09. Ten parents attended and Mr. Gasbarro explained the results of the 2009 test.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

Success Measures Parents of Title One students will have a better understanding of the Title One program as a result of attending a Title One night.	Responsible Parties Administration, Title one Teacher, Parents of Title One students
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Title One will host a Parents Information Night in the fall of 2009 in order to inform parents of Title One students of how the program operates.	Administration, Title One Teacher	A copy of the invitation letter, agenda of the evening, sign-in sheet of parents who attended will be kept on file for review.	Title One Parent Information Night was held on Thursday, November 5, 2009.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 1: Unify the community around the vision, mission, core values and goals.

<p>Success Measures Parents and community volunteers will have the opportunity to assist students in class as members of the PATHS (Parents and Teachers Helping Students) program.</p>	<p>Responsible Parties Administration, Faculty, PATHS Volunteers, PATHS Coordinator</p>
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Action Statements	Person Responsible	Indicator of Success	Status
<p>The PATHS (Parents And Teachers Helping Students) program will continue and expand to include more faculty and parents then in 2008-2009</p>	<p>Administration, PATHS Coordinator, Faculty, PATHS Volunteers</p>	<p>The PATHS schedule for Glenwood will include more parents, faculty and hours of service to students than in the 2008-2009 school year.</p>	<p>Currently, there are 30 parents who volunteer a total of 21.5 hours per week in various classrooms providing remedial and enrichment activities for students. This program is coordinated by Greta Gridley.</p>

**Wachusett Regional School District
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2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

<p>Success Measures Parents and students will be accountable for their attendance in order to insure that Glenwood Elementary School achieves the AYP expectation of 92% attendance.</p>	<p>Responsible Parties Administration, Secretary, Parents</p>
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Action Statements	Person Responsible	Indicator of Success	Status
<p>Action Student attendance will be monitored each month in order to achieve the benchmark of 92% attendance rate in order to reach AYP.</p>	<p>Administration, Secretary</p>	<p>Calculations in Power School will show an average or over 92% attendance at any time during the school year.</p>	<p>This practice is currently in place. Currently, our daily rate of attendance is 97%.</p>

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Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

Success Measures Students will demonstrate successful patterns of behavior while being transported to and from school.	Responsible Parties Administration, Faculty, Students, Parents, Transportation Vendor
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood students who ride the district provided transportation service will abide by the district Bus Safety Rules as outlined in the school handbook.	Administration, Faculty, Bus Drivers	Bus violation slips will decrease as the year progresses.	A school wide Bus Community curriculum was developed and starting in February 2010, monthly Bus Community meetings are held with all students. Glenwood Bus Expectations were developed and shared with students, parents, drivers and faculty to articulate the expected behaviors on the bus.

**Wachusett Regional School District
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Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

Success Measures Faculty, students, and staff will be successful in conducting safety drills at Glenwood Elementary School.	Responsible Parties Administration, Faculty, Students, Staff, RFD, RPD
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Action Statements	Person Responsible	Indicator of Success	Status
Action	Person Responsible	Indicator of Success	Status
Safety drills including fire, stay in place, and evacuation will be conducted at Glenwood Elementary School on a regular basis.	Administration, Faculty, Students, Staff, RPD, RFD	Members of the Glenwood community will be able to safely and successfully conduct safety drills when asked to do so.	Fire drills and a stay in place drill have been conducted. An evacuation drill will be held in the spring.

**Wachusett Regional School District
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Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

<p>Success Measures Students will be prepared to guard against the actions of a bully due to the presentation of programs by the Glenwood PTO that will instruct them on successful skills and practices.</p>	<p>Responsible Parties Administration, Faculty, Glenwood PTO, Staff Parents</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Information of how to suspect, report and react to bullies will be taught to students each year.	Administration, Faculty, Staff, PTO	Students will be able to successfully suspect, react and react to bullying that they are subjected to.	A Bully-Proof program was sponsored by the PTO this fall as a follow up to last year's program. The Second Step curriculum is taught weekly with a focus on empathy and problem solving.

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Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

<p>Success Measures Students will learn how to utilize prosocial skills through empathy training, impulse control, problem solving, and anger management training through the utilization by faculty in the Second Step Program.</p>	<p>Responsible Parties Administration, Faculty, Students, Parents</p>
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Action Statements	Person Responsible	Indicator of Success	Status
<p>Action All Glenwood faculty will schedule and conduct weekly lessons in the Second Step program in order to equip our students with the prosocial skills needed to meet the goals above.</p>	<p>Administration, Faculty, Students</p>	<p>Second Step lessons will be observed and noted during walk throughs by administration.</p>	<p>This practice is currently in place and reports from students, faculty and parents are very positive.</p>

**Wachusett Regional School District
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2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

<p>Success Measures Students will know the major behavioral expectations of Glenwood Elementary School through the learning of the Glenwood Community Pledge.</p>	<p>Responsible Parties Administration, Faculty, Students, Staff</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Students will be taught the Glenwood Community Pledge during the first month of school in library classes.	Administration, Faculty, Library Aide, Students	Students will recite the Glenwood Community Pledge every morning during school wide morning exercises.	This practice is currently in place and students recite the pledge daily.

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Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

Success Measures Students will have a better understanding of their peers in other grade levels through the use of cross grade level buddy programs.	Responsible Parties Administration, Faculty, Students, Staff
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Action Statements	Person Responsible	Indicator of Success	Status
Cross grade level programs will be supported and encouraged in order to build community among the student body.	Administration, Faculty	A schedule of successful cross grade level meetings will be published for all to note.	Monthly Bus Community Meetings create cross grade level community building. There is also a primary/intermediate grade buddy program that meets weekly or bi-monthly.

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Theme I: SCHOOL CULTURE and CLIMATE

Goal 2: Provide an environment where students are safe, supported, empowered, and held accountable, and where respect for self and others is highly valued.

Success Measures Students will be asked to provide feedback on the effectiveness of school safety programs at Glenwood Elementary School.	Responsible Parties Administration, Faculty, Students, Technology Department
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
A student safety survey will be created and students in grades 1-5 will have two opportunities to register their feelings on safe they feel in school, on the playground and on the bus.	Administration, Faculty	Scores on the spring student survey will be higher or more favorable than on the fall survey.	A survey was created and administered to the students in grades 1-5 in the fall during library. A spring survey will be administered in May.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 3: Strengthen partnerships among staff, students, parents, and community members that support teaching and learning.

<p>Success Measures Glenwood PTO will be a major partner in providing links between the Glenwood Elementary School and community members who support teaching and learning.</p>	<p>Responsible Parties Administration, Glenwood PTO, Community Partners</p>
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Action Statements	Person Responsible	Indicator of Success	Status
<p>The Glenwood PTO will support the teaching and learning of the students by fund raising and sponsoring events.</p>	<p>Administration, PTO</p>	<p>Programs and events will be sponsored for the benefit of the Glenwood Elementary School students by the Glenwood PTO.</p>	<p>Multiple fund-raising events have occurred this year: such as magazine drive, ice cream social, fall fest, basket bonanza.</p>

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 3: Strengthen partnerships among staff, students, parents, and community members that support teaching and learning.

<p>Success Measures The PATHS Program will provide a vehicle to allow community partners and parents access to support teaching and learning of students on a regular basis.</p>	<p>Responsible Parties Administration, Faculty, PATHS Volunteers</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
<p>The PATHS (Parents And Teachers Helping Students) program will be available for any interested volunteers to assist students in academic and content areas.</p>	<p>Administration, Faculty, PATHS volunteers</p>	<p>Paths volunteers will be scheduled and volunteer in classes in order to assist students in academic and content areas.</p>	<p>Every teacher requesting parent assistance or support was met through the PATHS program.</p>

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 3: Strengthen partnerships among staff, students, parents, and community members that support teaching and learning.

<p>Success Measures Town of Rutland safety personnel will provide students with practical safety information for survival in emergency situations.</p>	<p>Responsible Parties Administration, faculty, Rutland Police Department, Rutland Fire Department</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Members of the RPD and RFD will conduct safety lessons for students every year.	Administration, Faculty, RPD, RFD	Members of RPD and RFD will be scheduled to conduct safety lessons for students in all grades each year.	The RFD met with every grade level to discuss fire safety in September and October 2009.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 3: Strengthen partnerships among staff, students, parents, and community members that support teaching and learning.

Success Measures Student literacy enjoyment will be enhanced through the use of community members who participate in Community Reading Day.	Responsible Parties Administration, Faculty, Glenwood PTO, Community Volunteers,
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Action Statements	Person Responsible	Indicator of Success	Status
The love of literacy will be shared with students by community members who attend our annual Community Reading Day.	Administration, Faculty, Staff, Community Volunteers	Each year, Community Reading Day will be scheduled and conducted in order to allow community volunteers to realize the love of literacy that the Glenwood students share.	Community Reading Day is scheduled for April 27, 2010. A community member will be assigned to every classroom through the organization of the PTO and the librarian.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 3: Strengthen partnerships among staff, students, parents, and community members that support teaching and learning.

Success Measures Students will gain an appreciation of the history of the Town of Rutland.	Responsible Parties Administration, Faculty, Glenwood PTO, Rutland Historical Society
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood students will gain an appreciation for the history and culture of Rutland by learning the history of Rutland with the assistance of the Rutland Historical Society.	Administration, Faculty	Students will be able to reveal some of the key points of the history of Rutland in written and oral form.	Currently, third grade students have the history of Rutland in their curriculum and have a field trip top the downtown and Rutland Historical Society building.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme I: SCHOOL CULTURE and CLIMATE

Goal 3: Strengthen partnerships among staff, students, parents, and community members that support teaching and learning.

Success Measures Students will understand the beauty, history and importance of the Wachusett watershed.	Responsible Parties Administration, Faculty, Students, Department of Conservation and Recreation
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood students will understand and appreciate the beauty, history and importance of the Wachusett Reservoir watershed by its inclusion in the grade 4 social studies curriculum.	Administration, Faculty, Massachusetts Department of Conservation and Recreation	Grade 4 students will be able to successfully discuss and write about the beauty, history, and importance of the Wachusett Reservoir.	This practice is currently in place and coordinated by the 4 th grade teacher team. A field trip to Wachusett Watershed is scheduled for May 4 and 5, 2010.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures All students will receive the District's Tier 1 literacy curriculum for their grade level.	Responsible Parties Administration, Faculty, Students, Literacy Coaches
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All Glenwood students will receive the Reader's and Writer's Workshop curriculum for their Tier 1 literacy instruction.	Administration, Faculty, Literacy Coaches	All students will receive the district curriculum in literacy for their Tier 1 instruction.	Readers' Workshop is currently in place and Writers' Workshop is in its first year of implementation. Teachers are meeting with the literacy coaches to self select coaching in both curriculums.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures All students will be instructed in the District's writing program for their grade level.	Responsible Parties Administration, Faculty, Students, Literacy Coaches
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Starting in September 2009, all Glenwood students will receive Writers' Workshop for their primary writing instruction curriculum.	Administration, Faculty, Literacy Coaches	All Glenwood students will receive and be successful in the Writers' Workshop curriculum.	This program was implemented for all students during the 09-10 school year. Literacy coaches are used to support teachers' professional development through modeled lessons and individual or grade level coaching.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures All students will be instructed in the District's mathematics program for their grade level.	Responsible Parties Administration, Faculty, Students
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All Glenwood students will be instructed in the District's mathematics program for their Tier 1 math instruction.	Administration, Faculty	Glenwood students will receive Everyday Mathematics for their Tier 1 math instruction. In certain grade levels (1,2,3 and all of grade 5) the Math Pacing Guide (MPG) will be used for math instruction.	The piloted Math Pacing Guide is currently being developed in grades 1, 2, 3 and 5 with much success. The district will be developing the MPG as the primary math curriculum next year.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures All students' learning in literacy and mathematics will be measured through the use of the District's formative assessments.	Responsible Parties Administration, Faculty, Students, Literacy Coaches
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Action Statements	Person Responsible	Indicator of Success	Status
Glenwood students will participate in formative assessments to measure effectiveness of learning in literacy and mathematics.	Administration, Faculty	Glenwood student scores in formative assessments in literacy and mathematics will be posted on the AIMS/WEB website for analysis.	Data is being collected at specific benchmark times and recorded on AIMS/WEB as well as the school wide data sheets.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures All students who are not reaching performance benchmarks as measured by District formative assessments will receive Tier 2 instruction.	Responsible Parties Administration, Faculty, Students
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood students who have not reached benchmarks in literacy and math formative assessments will receive Tier 2 intervention.	Administration, Faculty, Title One teacher	Glenwood students not reaching benchmark in district formative assessments will receive Tier 2 interventions during the scheduled RTI period.	Classroom teachers as well as Title One teachers are providing RTI support to students below benchmark in literacy and math.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures Community volunteers will be utilized to assist in the support of students of all levels.	Responsible Parties Administration, Faculty, Students, PATHS Volunteers
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
The PATHS volunteer program will be utilized in order to assist students with academic support by community volunteers.	Administration, Faculty, PATHS Coordinator, Volunteers	Hours of volunteers will be logged and faculty and volunteers will be surveyed for program efficacy.	This is currently in place at Glenwood. There is an average of 21.5 hours of parent volunteer work each week.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures Parents will understand the rigor and complexity of the MCAS test through attendance to an MCAS informational night.	Responsible Parties Administration, Faculty, Students, Parents
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All Glenwood parents of students who will be taking the MCAS tests will be invited to attend an MCAS information night in order to understand the rigor and complexity of the tests.	Administration, Faculty, Parents	Attendance sheets from the events will be reviewed for parent acceptance.	Grade 3, 4, and 5 teacher teams conducted an MCAS night for parents that was well attended. Materials were provided for parents to help support their children prepare for the test.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures Parents will understand the importance of MCAS results and AYP status after attending and AYP/MCAS informational night.	Responsible Parties Administration, Faculty, Parents
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All Glenwood parents will be invited to attend an MCAS information night to review test scores and AYP status.	Administration	Attendance sheets from the event will be reviewed for parent acceptance.	Mr. Gasbarro presented the results of the 2009 MCAS tests on November 12, 2009 to parents in the school library. Ten parents attended this event.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures All students will receive the same curricula through the collaboration of faculty members.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood faculty members will have common planning time in order to collaborate and coordinate curriculum.	Administration, Faculty	Special subject schedules and faculty schedules will reflect a common planning period on a regular basis.	Teachers in grades 1-5 have four common planning times allotted each week. Periodically teams of teachers use this time to meet with the literacy coach, principal or assistant principal.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures Parents with students in grades K-2 will have the opportunity to meet with faculty members and to discuss first term report cards.	Responsible Parties Administration, Faculty, Parents
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Parent teacher conferences will be scheduled for students in grades K-2.	Administration, District, Faculty	Schedules of parent teacher conferences of grade K-2 faculty will on file in the school office.	This practice is currently in place at Glenwood.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures Students on Individual Education Plans and/or 504 Plans will receive all appropriate testing accommodations they are entitles to.	Responsible Parties Administration, Faculty
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Action Statements	Person Responsible	Indicator of Success	Status
Action	Person Responsible	Indicator of Success	Status
All Glenwood students who qualify for IEP's or 504's will receive the learning and testing accommodations based on the items outlined in their IEP's or 504's.	Administration, Faculty	IEP's and 504's will be reviewed and signed off by all faculty in order to insure that all students receive the accommodations they are entitled to.	This practice is currently in place at Glenwood and accommodation lists are provided for all teachers and aides working with students.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 4: Ensure that instructional practices recognize and accommodate a range of abilities and learning styles in an effort to promote excellence and assist students in reaching their potential.

Success Measures Student literacy issues will be discussed with Literacy Coaches in order to facilitate learning and the attainment of benchmark scores.	Responsible Parties Administration, Faculty, Literacy Coaches
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood faculty will be encouraged to meet with Literacy Coaches during their scheduled visits to Glenwood.	Administration, Faculty, Literacy Coaches	Literacy coaches' schedules will show all Glenwood faculty participating in meetings during their visits.	Many teachers self-select to work with literacy coaches individually or as grade level teams.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 5: Develop programs to increase equitable educational opportunities to all students in the District.

Success Measures Faculty will incorporate best practices in differentiating instruction in order to meet the needs of all students.	Responsible Parties Administration, Faculty
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Action Statements	Person Responsible	Indicator of Success	Status
<p style="text-align: center;">Action</p> <p>All faculty will be encouraged to differentiate instruction in order to meet the educational needs of all students.</p>	<p>Administration, Faculty</p>	<p>Students will receive their instruction at their primary instructional level.</p>	<p>Articles on differentiated instruction are provided to staff through Glenwood News. Grade level and individual teacher meetings focusing on DI and the use of technology to support DI have been held with the administration.</p>

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 5: Develop programs to increase equitable educational opportunities to all students in the District.

Success Measures Student instruction will reflect analysis from the latest analysis of data from formative assessments will be analyzed.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All students who have not reached District benchmark standards will receive Tier 2 intervention services during RTI periods.	Administration, Faculty	Faculty schedules will indicate that students who have not met benchmarks on district formative assessments are receiving Tier 2 instruction during RTI periods.	Classroom teachers as well and Title One teachers provide Tier 2 instruction during daily RTI periods.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 5: Develop programs to increase equitable educational opportunities to all students in the District.

Success Measures All faculty will conduct Tier 2 intervention for students who have not reached District benchmarks.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Faculty will schedule a 20-30 minute Tier 2 intervention period everyday.	Administration, Faculty	Faculty schedules will reflect a 20-30 minute RTI periods each day.	This practice is currently in place and is reflected on each teacher's weekly block schedule.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 5: Develop programs to increase equitable educational opportunities to all students in the District.

Success Measures All students will benefit from extra educational opportunities provided by community volunteers	Responsible Parties Administration, Faculty, PATHS Volunteers
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Community volunteers will be encouraged to support students academically by participating in the PATHS program.	Administration, Faculty, PATHS volunteers	PATHS volunteers will participate in every classroom at Glenwood.	This practice is currently in place and includes a retired literacy volunteer from Rutland who supports students in grades 1 and 2 twice a week in literacy.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 5: Develop programs to increase equitable educational opportunities to all students in the District.

Success Measures Students in below benchmark in reading will receive supplemental intervention instruction from either the K-2 or 3-5 Title One teacher.	Responsible Parties Administration, Faculty, Title One Teacher
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood students in severe academic need as shown through the analysis of formative assessments will be listed on the school's Title One list and receive supplemental instruction once or twice a week.	Administration, Faculty, Title One teachers	Glenwood students reading below benchmark will be placed in the highest priority category on the Title One list of students.	There are two part-time Title One teachers supporting students in grades K-2 and 3-5 who are providing a push-in model of intervention to 39 students to support literacy development.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 5: Develop programs to increase equitable educational opportunities to all students in the District.

Success Measures All students in grades K-3 will receive phonics instruction through the use of a multi sensory, research based phonics program.	Responsible Parties Administration, Faculty, Literacy coaches, Title One teacher.
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All faculty in grades K-3 will utilize the Foundations program to instruct students in phonics.	Administration, title one teacher, and faculty in grades K-3	Glenwood students will show proficiency in phonemic awareness and decoding of words through the successful completion of the Foundations program in class everyday.	This program is currently in place at Glenwood.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 6: Develop programs that ensure there is consistency and continuity of curriculum in what we teach.

Success Measures Student learning in literacy and math will be measured in order to determine its efficacy.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All students who do not meet District benchmarks will be progress monitored in order to determine efficacy of instruction.	Administration, Faculty	Students will show improvement in scores after being progress monitored in order to measure efficacy of instruction.	This is an ongoing practice in all grade levels.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme II: CURRICULUM, INSTRUCTION, and ASSESSMENT

Goal 6: Develop programs that ensure there is consistency and continuity of curriculum in what we teach.

Success Measures All students will be tested in math formative assessments in order to determine effectiveness of instruction.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood Elementary School uses AIMS/WEB math assessment in computation for grades 1-5.	Administration, Faculty	Glenwood students will show progress after being tested in math formative assessments due to effective instruction and interventions practices.	This is in practice at Glenwood. Assessment occurs in the fall and the spring.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme III: STUDENT SUPPORT SERVICES: THE WHOLE CHILD

Goal 8: Promote/provide programs and practices that enhance the social/emotional well being of all students.

<p>Success Measures All students will be supported and pre-taught pro-social skills through empathy training, impulse control, problem solving, and anger management training.</p>	<p>Responsible Parties Administration, Faculty</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All faculty will utilize the Second Step program in their classrooms on a weekly basis.	Administration, Faculty	All Glenwood students will participate in Second Step prosocial lessons each week.	This has been in practice weekly since January 2009.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme III: STUDENT SUPPORT SERVICES: THE WHOLE CHILD

Goal 8: Promote/provide programs and practices that enhance the social/emotional well being of all students.

Success Measures All students will understand the basic behavioral expectations of Glenwood Elementary School.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
The Glenwood Community Pledge will be recited orally everyday during morning exercises.	Administration, Faculty, Students, Staff	Glenwood students will understand the behavioral expectations of our community after knowing and reciting the Glenwood Community Pledge.	This practice was started in September 2008 and has been embraced with great regard.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme III: STUDENT SUPPORT SERVICES: THE WHOLE CHILD

Goal 8: Promote/provide programs and practices that enhance the social/emotional well being of all students.

Success Measures The Glenwood Elementary School PTO will promote the wellbeing of students through the support of cultural events.	Responsible Parties Administration, Faculty, Glenwood PTO
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
The Glenwood PTO will research and support programs that will strengthen the emotional and social well being of students.	Administration, Glenwood PTO	Appropriate cultural events that support the well being of Glenwood students will be sponsored by the Glenwood PTO.	This year, a number of programs have been sponsored by the PTO. They include programs that aim to reinforce content areas and anti-bullying.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme III: STUDENT SUPPORT SERVICES: THE WHOLE CHILD

Goal 8: Promote/provide programs and practices that enhance the social/emotional well being of all students.

<p>Success Measures Students will have an opportunity to express their feelings on how safe and secure they feel in school, on the playground, on the bus and in the cafeteria.</p>	<p>Responsible Parties Administration, Faculty, Students</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Students will be asked to respond to two school safety surveys and scores will be analyzed to note improvement from the fall to the spring in order to see growth in student confidence in well being.	Administration, Faculty, Students, Staff	Glenwood students will rate school safety more positively in the spring than in the fall based on them taking two school safety surveys.	Results from the fall survey reflected that some students felt unsafe on the bus. A Bus Community curriculum and expectations were instituted and pre-taught to all students.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme III: STUDENT SUPPORT SERVICES: THE WHOLE CHILD

Goal 8: Promote/provide programs and practices that enhance the social/emotional well being of all students.

Success Measures Students will have the opportunity to participate in social skills training groups facilitated by the school psychologist.	Responsible Parties Administration, Faculty, Students
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Students noted to be needy in social skills will be referred for social skills training by the school psychologist.	Administration, Faculty Psychologist	Students who lack social skills training will have the opportunity to take such training through lessons conducted by the Glenwood psychologist.	This practice is currently in place for those students who are in need of social skills development.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme IV: PERSONNEL and PROFESSIONAL DEVELOPMENT

Goal 9: Create more opportunities for collaboration and mentoring.

Success Measures Glenwood Elementary School faculty will have the opportunity to mentor future professionals in education.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Partnerships with local colleges and universities to secure student teachers will be encouraged so that students can benefit from the newest practices in education.	Administration, faculty, Local higher education facilities	Student teachers and interns will be involved with Glenwood Elementary School and become protégés with faculty who are interested in such.	This school year we have hosted three pre-practicum and two practicum students from Anna Maria College. Glenwood has also had a full year psychology intern who is completing her MA at Assumption.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme IV: PERSONNEL and PROFESSIONAL DEVELOPMENT

Goal 9: Create more opportunities for collaboration and mentoring.

Success Measures Glenwood Elementary Faculty will have regularly scheduled opportunities for collaboration.	Responsible Parties Administration, Faculty
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Action Statements	Person Responsible	Indicator of Success	Status
Action	Person Responsible	Indicator of Success	Status
Faculty schedules will reflect regularly scheduled common planning opportunities for all faculty in order to project a unified curriculum for the benefit of all students.	Administration, faculty	Faculty will use common planning time to collaborate and co plan curriculum, instruction and assessment for students.	Grade level meetings have taken place multiple times at all grade levels. These meetings are facilitated by teachers or administration.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme IV: PERSONNEL and PROFESSIONAL DEVELOPMENT

Goal 9: Create more opportunities for collaboration and mentoring.

<p>Success Measures Glenwood Elementary School will participate in the RTI program by establishing quality RTI teams that reflect a cross section of skills and talent of faculty in order to establish the most effective intervention for students.</p>	<p>Responsible Parties Administration, Faculty</p>
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Action Statements	Person Responsible	Indicator of Success	Status
<p>Action Glenwood faculty will collaborate in regularly scheduled RTI team meetings in order to create goals for students who have not made sufficient goals.</p>	<p>Administration, Faculty</p>	<p>Glenwood faculty members of an RTI team will collaborate and create effective goals for students who have not made benchmark goals in formative assessments.</p>	<p>There has been one formal cross grade level RTI meeting this year. Title One teachers have been updating individual teachers on the progress of their students.</p>

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme IV: PERSONNEL and PROFESSIONAL DEVELOPMENT

Goal 9: Create more opportunities for collaboration and mentoring.

Success Measures Glenwood Faculty will be encouraged to collaborate with colleagues using cross-graded buddy programs as the vehicle.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Cross-graded buddy systems will be encouraged as a means to establish collaboration and mentoring for faculty members and to create unity of the student body.	Faculty members	Glenwood faculty members will collaborate with each other in order to create effective cross grade level opportunities for students.	This practice is in place either weekly or bi-monthly.

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Glenwood Elementary School Improvement Plan
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Theme IV: PERSONNEL and PROFESSIONAL DEVELOPMENT

Goal 9: Create more opportunities for collaboration and mentoring.

Success Measures Glenwood Elementary School will collaborate with colleagues from other school at district provided professional development opportunities.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood Elementary School faculty will be encouraged to represent the school at all district wide professional development opportunities in order to establish and maintain collegiality among the entire faculty of the district.	Administration, Faculty	Glenwood Elementary School will be represented at all district wide professional development opportunities.	The Glenwood faculty and administration participate in PD opportunities at the district wide level.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme IV: PERSONNEL and PROFESSIONAL DEVELOPMENT

Goal 9: Create more opportunities for collaboration and mentoring.

Success Measures The Glenwood faculty will present the most up to date curriculum, instruction, and assessment in literacy.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood Faculty will utilize the expertise of the Literacy Coaches each month in order to provide all students with the latest methods in curriculum, instruction, and assessment.	Administration, Faculty	All Glenwood faculty members will meet with a literacy coaches regularly.	Individual teachers as well as grade level teams utilize the literacy coaches.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme V: INSTRUCTIONAL SUPPORT AND FACILITIES

Goal 13: Identify and plan for the use of technology and media that will enhance education and/or increase the efficiency of administration.

Success Measures Grade 1-5 students will be exposed to the computer resources available at Glenwood Elementary School.	Responsible Parties Administration, Faculty, Technology Department
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Action Statements	Person Responsible	Indicator of Success	Status
<p>Students in grades 1 & 2 will utilize the laptop laboratory once per semester.</p> <p>Students in grades 3-5 will utilize the laptop laboratory at least once per quarter.</p>	Administration, Faculty	Glenwood students in grades 1 & 2 will utilize the computer laboratory 2 times per year and students in grades 3-5 will utilize the computers lab 4 times per year.	A computer skills curriculum and grade level benchmarks have been developed for grades 3-5. Grade three piloted a weekly computer skills class led by the librarian for a term with great success. A laptop lab has been permanently set up in the library and is used multiple times a day by various grade levels. We hope to expand the computer skills instruction to grades 3-5 next year.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VI: COMMUNITY RELATIONS and COMMUNICATIONS

Goal 15: Increase accessibility of school facilities and programs to residents and communities.

<p>Success Measures Community members will have access to the Glenwood Elementary School facility and grounds due to a concerted effort to provide easy opportunity for children and adults to utilize it.</p>	<p>Responsible Parties Administration, Faculty</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Community organizations will have every opportunity to utilize the Glenwood property for their events for the benefit of our community children and members.	Administration, faculty, Community Organizations	Community organizations will have easy access to utilize the building and grounds of Glenwood.	There continues to be a concerted effort to allow any qualified groups to utilize the school property.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

Success Measures The Glenwood PTO will support the administration effort to provide regular communication to parents and guardians.	Responsible Parties Administration, Faculty, Glenwood PTO
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Weekly communication envelopes will be sent home each week to all students and signed and returned by parents and guardians in order to insure the orderly and regular delivery of important school papers.	Administration, Faculty, Glenwood PTO	Parents will receive weekly, one way, communication envelopes filled with important information through the efforts of PTO volunteers.	This takes place every Friday at Glenwood.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

Success Measures Students will be provided with a means to record assignments and a way for faculty to conduct daily communication with parents and guardians.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
All students will be provided with an agenda book in order to bring assignments and information to parents and guardians.	Administration, Faculty, Students, Parents	All students will complete their agendas everyday with their assignments and parents will sign them after checking them every night.	This practice is currently in place and is well embraced by all stakeholders.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

Success Measures Glenwood Elementary School will provide faculty and parents with timely communication on a monthly basis.	Responsible Parties Administration, Faculty, Glenwood PTO
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood Elementary School will publish a monthly newsletter for the benefit of providing important information and events to parents and guardians.	Administration, Faculty, Staff, Glenwood PTO	Faculty, staff, and parents will be aware of past and future events on interest thanks to the monthly publishing of Glenwood News.	This practice is currently in place and is well embraced by all stakeholders.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

Success Measures Glenwood community stakeholders will have internet access to important information.	Responsible Parties Administration, Faculty, Technology Department
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood Elementary School will create and maintain a current webpage in order to provide valuable information to the Glenwood community.	Administration, Technology Department	The Glenwood webpage will reflect current, pertinent information for the benefit of informing stakeholders and community members.	The Glenwood webpage has been enhanced this year. There is a media center link containing high quality and safe search engines for students and parents. In addition, all newsletters and other pertinent information are posted on the site for reference.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

<p>Success Measures Parents and guardians of K-2 students will have the opportunity to dialogue with faculty members to learn about how their children have succeeded in school.</p>	<p>Responsible Parties Administration, Faculty</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Faculty of students in grades K-2 will conduct parent teacher conferences in the fall of each year.	Administration, Faculty, District	Schedules of grade K-2 parent teacher conference schedules will be collected by the office.	This program was very successful this year. Faculty and parents both were pleased with the opportunity.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

Success Measures Glenwood Elementary School community members will receive timely and immediate communication whenever necessary.	Responsible Parties Administration
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood administration will utilize the Connect-Ed system to inform Glenwood members of timely information whenever necessary.	Administration	The Connect-Ed telephone system will be utilized whenever information needs to be relayed to parents in an inexpensive and quick fashion.	This year, the Connect-Ed system was utilized 26 times by the Glenwood principal.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

Success Measures Parents of students who take the MCAS tests will be informed of the rigor and complexities of the assessment prior to their children taking the tests.	Responsible Parties Administration, Faculty
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood faculty members in grades 3-5 will conduct an MCAS informational night in order to educate parents of the intensity of the test in order for parents to better prepare their children for the test and to improve performance.	Administration, Faculty, Parents	An MCAS Informational Night will be scheduled in order to inform parents of the rigors of the test.	This year, grade 3, 4, and 5 teachers each held an MCAS Night for parents and students. All three were well received by parents who found the information presented useful and timely.

Wachusett Regional School District

**Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

<p>Success Measures Glenwood parents and guardians will understand the expectations for their child’s teacher and program.</p>	<p>Responsible Parties Administration, Faculty</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
<p>Faculty members will utilize curriculum night to inform parents of their expectations and to inform parents on how best to support their children academically.</p>	<p>Administration, Faculty</p>	<p>Faculty agendas of Curriculum Night will include information on how to support students academically.</p>	<p>Curriculum Nights provided content and grade specific information to parents. Handouts were provided as a reference.</p>

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

Success Measures: Parents and guardians will have the opportunity to meet with the principal on a regular basis in order to bring issues and concerns to his attention.	Responsible Parties: Principal
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood principal will conduct regularly scheduled principal chats in order to conduct meaningful dialogue with parents and guardians and to inform them for the benefit of their children.	Principal	Principal's Chat agendas and sign in sheets will be filed and reviewed.	Currently, Principal's Chats are held on the second Thursday of the month at 6:00 pm and on the last Friday of the month at 9:00 am. On average ten parents attend.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VII: ORGANIZATIONAL LEADERSHIP and MANAGEMENT

Goal 15: Improve communication with staff, students, parents, and the community.

<p>Success Measures: The Glenwood PTO will support the school community through the organization of a parent and teacher organization that supports the vision and mission of the school community.</p>	<p>Responsible Parties: Administration, Glenwood PTO, Faculty, Parents</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Monthly Glenwood PTO meetings will be supported by the administration for the benefit of the students, parents, and faculty.	Administration, Glenwood PTO	Administration will be on the agenda of PTO meetings and present items during the Principal's Corner.	This practice is currently in place. A member of Glenwood administration attends all public meetings.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VIII: EDUCATIONAL FUNDING

Goal 19: Seek financial efficiencies and maximize the cost effectiveness of programs and services while meeting improvement goals.

Success Measures: Glenwood Elementary School will participate in “green” efforts in order to recycle materials whenever possible.	Responsible Parties: Administration, Faculty, Staff, Students
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood will operate a single stream recycling program where all members of the community will utilize recycling buckets and they will be emptied on a regular basis in order to conserve natural resources.	Administration, Faculty, Students, Staff	Tons of recycled items will surpass tons of trash collected.	Though very popular, single stream recycling tonnage has not surpassed our trash tonnage to date.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VIII: EDUCATIONAL FUNDING

Goal 19: Seek financial efficiencies and maximize the cost effectiveness of programs and services while meeting improvement goals.

Success Measures: All stakeholders of the Glenwood community will participate in conservation efforts.	Responsible Parties: Administration, Glenwood PTO
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood PTO will support energy conservation and recycling efforts by participating in the recycling of ink cartridges, cell phones and other items from families.	Administration, Glenwood PTO	The Glenwood PTO will conduct a recycling program of used ink cartridges, laser cartridges, cell phones and other hard to recycle items.	This program is active and the collection box is in the front office.

**Wachusett Regional School District
Glenwood Elementary School Improvement Plan
2010-2011**

Theme VIII: EDUCATIONAL FUNDING

Goal 19: Seek financial efficiencies and maximize the cost effectiveness of programs and services while meeting improvement goals.

<p>Success Measures: The Glenwood Elementary School community will attempt to conserve energy whenever possible in order to conserve funding for more direct student benefit.</p>	<p>Responsible Parties: Administration, Faculty, Staff, Students</p>
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Action Statements			
Action	Person Responsible	Indicator of Success	Status
Glenwood Elementary School community will be vigilant in its effort to conserve energy.	Administration, Faculty, Staff	Use of fuel oil and kilowatts will be reduced.	Lights are on a motion sensor and the thermostat is set to only heat the school when in session.

V. INFORMATION DISSEMINATION PLAN

A weekly Home/School Communication Day has been established to insure that parents are looking forward to all communications from school to home. Every Friday PTO volunteers collate all communications and place them together into packets. These packets are disseminated through homeroom teachers to the youngest student in each school family.

The major communication piece is the *Glenwood News* newsletter from the entire Glenwood community including the PTO, and the Glenwood Elementary School Web Site (www.wrsd.net/glenwood/glenwood.htm)

Other major elements of the information dissemination plan include:

- A monthly school lunch menu
- Up-to-date School Handbook
- Incoming Kindergarten Orientation Program
- Open House Night Program, grades K-5
- Curriculum Night Programs for grades K-5
- SIMCO (School Council) Agendas and Minutes available to anyone on request and posted on web page
- Report Cards/Progress Reports
- Parent Conferences scheduled at any time upon request
- Classroom newsletters
- Principal Moment on PTO meeting agendas
- PTA Informational Programs

Special information packets are developed for dissemination to transfer and incoming Kindergarten students and their families.

The highlights of the School Improvement Plan and review of current year Goals/Objectives will be shared with parents and all staff via *Glenwood News* starting in September 2010.

Community outreach involves successful relationships with the Rutland Recreation Department which holds many opportunities for young and old here, Girl Scouts, RPD, RFD, Rutland Youth Soccer, Anna Maria College and Worcester State College.

Dissemination of School Improvement Plan

Upon approval of this document by the WRSD School Committee, copies will be shared with SIMCO Members and to all Glenwood Elementary School faculty. Parents will be informed by monthly newsletters concerning options to access the Glenwood Elementary School Improvement Plan.

A copy of the document will be placed in the Glenwood School Library and at the Rutland Public Library. The school community will be informed in the Glenwood Student Handbook that they can access the Plan in the Glenwood School Library.

Upon request, a hard copy will be available in the School Office.

Results of the 2010 Glenwood SIMCO Survey

Below is a copy of the results of the 2010 Glenwood SIMCO survey of parents. There were 213 surveys completed either on hard copy or on line out of 494 students enrolled at the school. This represented 43% of the students. The overall approval rating for the school was 94%. On the right side are the approval ratings of each item by school year.

Approval Rating for each question:		2008	2009	2010	2011
1	My child is in grade (circle one): K 1 2 3 4 5	N/A	N/A	N/A	
2	The school staff makes me feel welcome at Glenwood Elementary School	95%	98%	100%	
3	Teachers at Glenwood Elementary School encourage my child to do his/her best.	94%	97%	98%	
4	Teachers treat children with respect.	96%	97%	98%	
5	I am satisfied with Glenwood Elementary School's efforts to teach my child how to read.	93%	91%	94%	
6	I am satisfied with Glenwood Elementary School's efforts to teach my child how to write.	77%	87%	97%	
7	I am satisfied with Glenwood Elementary School's efforts to teach my child how to communicate effectively.	N/A	93%	97%	
8	I am satisfied with Glenwood Elementary School's efforts to teach my child how to think critically.	N/A	92%	95%	
9	I am satisfied with Glenwood Elementary School's efforts to teach my child how to solve a variety of problems.	N/A	90%	95%	
10	I am satisfied with Glenwood Elementary School's efforts to teach my child how to discuss ideas.	N/A	92%	95%	
11	I am satisfied with Glenwood Elementary School's efforts to teach my child how to apply math skills.	88%	89%	96%	
12	I am satisfied with Glenwood Elementary School's efforts to teach my child about history and geography.	61%	90%	95%	
13	I am satisfied with Glenwood Elementary School's efforts to encourage my child's curiosity and application of problem solving skills in science.	60%	86%	94%	
14	I am satisfied with Glenwood Elementary School's efforts to teach my child how to maintain good health and physical fitness throughout life	83%	92%	93%	
15	I am satisfied with Glenwood Elementary School's efforts to motivate my child's creativity and expression through music.	94%	98%	N/A	
16	I am satisfied with Glenwood Elementary School's efforts to motivate my child's creativity and expression through art.	83%	84%	N/A	
17	I am satisfied with Glenwood Elementary School's efforts to motivate my child's creativity and expression through the arts.			92%	
18	I am a parent of a child with special needs.			23%	
19	I feel satisfied with my child's SPED services.			86%	
20	I am satisfied with my child's class size.	N/A	87%	90%	
21	Glenwood Elementary School keeps me informed about my child's progress in school.	79%	88%	90%	
22	I feel adequately prepared to help my child with their school related projects.	N/A	91%	97%	
23	Administration is accessible to parents and children.	N/A	99%	96%	
24	My child feels physically safe at lunch and indoor and outdoor recess.	97%	97%	94%	
25	My child feels emotionally safe at lunch and indoor and outdoor recess.	63%	96%	92%	
26	My child feels physically safe on the bus.	61%	90%	86%	
27	My child feels emotionally safe on the bus.	N/A	88%	86%	
28	Students are treated fairly at Glenwood Elementary School regardless of their race, ethnicity, gender, or ability.	95%	98%	97%	
29	Glenwood Elementary School is clean and well kept.	100%	99%	100%	
30	The integration of technology at Glenwood Elementary School enhances my child's learning.	95%	89%	94%	
31	I am aware of the impact the MCAS testing results have on the future of the school as a whole.	N/A	95%	99%	
32	I understand our School Improvement Plan.	N/A	77%	88%	
33	My child is assigned an appropriate amount of homework.	79%	88%	78%	
34	The amount of time spent of homework per night is: (Response per cent rate)				
35	My Favorite thing about Glenwood Elementary is ...				
36	If you feel something at Glenwood Elementary School needs to be changed, what one thing would that be?				

VII. APPENDICES

A. DISCIPLINE TOLERANCE and RESPECT

Introduction to the Glenwood Elementary School Community Pledge

To ensure a good social and educational climate, it is important for each student to understand that acceptable standards of behavior will be expected at all times. Discipline will be administered when any individual's actions interfere with the right of a teacher to teach and the right's of a student of learn. A student is reminded that any teacher or staff member in our school has the right to correct any unruly individual at any place and at any time.

In order to inform students, faculty and staff of the basic behavioral expectations for Glenwood Elementary School, the Glenwood Community Pledge was adopted. It is recited by students and faculty daily as part of the school wide morning exercises.

The Glenwood Elementary School Community Pledge:

I will walk quietly in school.

I will treat others with kindness and respect.

I will respect school property and the property of others.

I will keep others and myself safe.

I will cooperate and always do my best work.

Teachers will have the rules and their consequences posted in their classrooms. They will explain the rules and consequences to their students. If a student is sent to the Principal's office, one or more of the following actions may be taken:

- Hold a discussion with the student and/or teacher.
- Request the teacher to contact parent by telephone, email, or letter.
- Stay after school for detention.
- Require a written assignment from a student.
- Personally contact the parent by telephone, email, or letter.
- Hold an in-school conference with the parent, teacher, and student.
- Require that the student be suspended in school.
- Require that the student be suspended from school.

The following are some examples of student behavior that violate school policy when they occur at school or during school activities. This list is not intended to be all-inclusive. A student may be disciplined or suspended for any of the following violations:

- Possession, transmission, and/or use of tobacco, drugs, or alcohol.
- Insolence, disrespect, or insubordination.
- Use of inappropriate language.
- Fighting.
- Rowdy behavior such as pushing or shoving at recess or in the school.
- Leaving the classroom, school activity, or school without permission.
- Class tardiness or truancy.
- Vandalizing, damaging, or staling school or private property.
- Threatening, bullying, or causing bodily harm to any person.
- At the Principal's discretion, a student may be assigned to either an in school or an out of school suspension.

GLENWOOD ELEMENTARY SCHOOL SAFETY AND CRISIS PLAN

Access to School Building

Only the front entrance will be unlocked during the day.

All visitors must report to the office upon entry. Signs will be located at all entrances to alert visitors to this request.

School volunteers will report to the office, sign in and receive an identification badge.

Unscheduled visits to classrooms are prohibited without authorization from school administration.

Safety in Classrooms

Fire doors will be kept closed at all times.

Evacuation plans will be clearly marked and routes to egress will be clear and accessible.

Each classroom will have an individual monitoring system for students entering and leaving the room.

Student daily attendance will be monitored at the start of each school day and parents of absent children will be notified.

Safety in Hallways

Students are expected to walk at all times in the hallways. Running and “speed walking” are not allowed in order to maintain maximum safety.

Teachers will be located in classroom doorways at arrival and dismissal to supervise hallway and classroom conduct.

Groups of students (e.g., gym, art, and music classes) will be supervised by an adult when moving between classes.

An adult will supervise all bus lines through the building, outside and on to the bus to ensure safe loading.

Safety on School Grounds

Rules will be defined and published for safe use of the playground.

The school will provide adequate adult supervision at each recess break.

The gate will be closed to prevent through traffic from the rear entrance to the school grounds.

An adult will accompany walkers until they leave school property.

In accordance with state law, any child sixteen years of age or younger must wear a helmet while on a bicycle path or public way.

Responsibilities of the Staff and the Plan Implementation

Staff will:

Be alert to student welfare at all times.

Exercise good judgment in planning and implementing any instructional or other activity.

Notify the office should any strangers be observed in or around the building.

Review the rules for school evacuation procedures with aides and volunteers.

Annually review with the school nurse the rules for proper precaution when dealing with bodily fluids.

Inspect interior and exterior grounds regularly to ensure safe conditions.

CRISIS INTERVENTION PLAN

A crisis intervention team is in place consisting of Principal, Assistant Principal, School Nurse, Head Custodian, School Secretary, School Psychologist/Counselor, two regular educators and a special educator. Each of these crisis team members heads a chain on a crisis/emergency telephone chain of the entire staff. The School follows the principles of the “Good Grief” Program in responding to a crisis/tragedy.

The Glenwood Elementary School Crisis Intervention Plan was approved by the Rutland Fire Chief and Rutland Police Chief in September 2009. Copies are located in the main office, nurse’s office, assistant principal’s office and school psychologist’s office.

B. EXTRA-CURRICULAR PLAN

The Glenwood PTO sponsors a number of family oriented events in order to provide activities for students and their family members. They include the following: Ice Cream Social, Fall festival, Spirit Wear Sales, Papa Gino’s Nights, Worcester Shark’s and Tornadoes Nights, Fool’s Fest and Family Book Fair Nights.

The Glenwood PTO also sponsors a number of cultural events that take place during the school day. They include; Science Museum Presentations, Community Reading Day, Field Day and Staff Appreciation Week.

Glenwood Elementary School is made available to host the Rutland’s Recreation Department’s Before and After School Care Programs on school days and its all day Recreation Program during the weeks of summer school vacation. Glenwood Elementary School and property is also available to outside sporting groups throughout the year.

C. TIME ON LEARNING REQUIREMENTS

Elementary schools in Massachusetts are responsible to be in session for 900 hours during the academic year and 450 hours for the half-day kindergarten. Glenwood Elementary School exceeds the time on learning requirements.

School hours are 9:05 AM- 3:35 PM

Kindergarten AM Session: 9:05AM- 11:40AM

Kindergarten PM Session: 12:40 PM- 3:35 PM

D. CAPITAL and MAINTAINENCE NEEDS

Glenwood Elementary School facility needs include, but are not limited to:

- Roof – repair of snow guards that have come loose
- Continuation of waxing and buffing of floors;
- Continuation of maintenance, cleaning, and inspection of boiler;
- Resealing/waxing of Gym floor;
- Replacing the playground mulch
- Rinsing of acid stains on blocks and bricks
- Replacement of ice storm damaged trees

E. 2010-2011 Glenwood Staffing Ratios

Grade	Number of Students	Number of Teachers	Student/Teacher Ratio (Current)
K (Half Time)	57	3	19
K (Full Time)	22	1	22
1	84	4	21
2	86	4	21.5
3	88	4	22
4	93	4	23.25
5	69	3	23
Grade 3-5 Transition	10	1	10
NECC	6	6 (ABA Aides)	1
Total	493		

Proposed 2010-2011 Glenwood Staffing Ratios

Grade	Number of Students	Number of Teachers	Student/Teacher Ratio
3	124	7	17.7
4	155	6	25.8
5	146	6	24.3
Grade 3-5 Transition	TBD	TBD	TBD
Total	425		

F. GLENWOOD ELEMENTARY SCHOOL CODE OF CONDUCT

Tolerance (WRSDC P6436)

The Wachusett Regional School Committee shall provide a learning environment that promotes and encourages an appreciation of diversity.

Individual differences of students are to be appreciated and respected within district policies and regulations. All students can expect to grow and learn without encountering harassment about individual differences.

Intolerable activities include, but are not limited to, harassment about race, gender, sexual orientation, handicap, religion, ethnic group, appearance, dress, learning style, interests, or behaviors.

Bullying will not be tolerated. Bullying behaviors include but are not limited to teasing, verbal harassment, unwanted touches, physical attacks, and/or ostracism.

Reports of such conduct will be investigated and action will be taken under the guidelines of an individual school's disciplinary code.

Disciplinary Action related to District Tolerance Policy may include any/all of the following:

- Parent notification.
- Verbal reprimand by person in authority and/or removal from activity.
- Loss of recess/removal from playground.
- Loss of multiple recesses.
- In-school suspension.

Relating to Pupil Services WRSD Policy (6621)

Transportation Safety and Security Procedures

It shall be expected that bus students will go to and from school by the same means on a daily basis. A parent or high school student may choose an alternate mode of transportation over which the school system has no authority. Therefore, a choice to use an alternative form of transportation other than the school bus shall be at the risk of the parent and the student.

Procedures for requesting alternate transportation to and from school shall be contained in the student handbook. The high school student will be responsible to inform parent/guardian on taking a late bus or alternate means of transportation

K-8 students will be required to present written permission notice to the school from parent/guardian when using alternate means of transportation.

In case of emergencies, oral notification will be an acceptable alternative with the administration making a written record of the notification.

All high school students applying for a parking sticker and using a personal vehicle to transport other students will be required to carry personal liability insurance on the vehicle in the amount of \$100,000 - \$300,000.

Wachusett Regional School District Bus Discipline Procedures and Consequences

The code below classifies unacceptable behavior into three levels. The examples are not exhaustive but illustrative. Additionally, all consequences are dependent upon the severity and frequency of the misbehavior. The administration reserves the right to consider extenuating circumstances in determining disciplinary action.

LEVEL 1

<p><u>Misbehaviors</u> Misbehaviors that interfere with the orderly transportation of students. Some examples are:</p> <ul style="list-style-type: none">• Talking too loudly• Failure to stay seated• Littering on the bus• Tampering with the possessions of other passengers	<p><u>Consequences</u> The bus driver may address the misbehavior:</p> <ul style="list-style-type: none">• Verbal warning issued to student• Assign seats
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LEVEL 2

<p><u>Misbehaviors</u> More severe misbehaviors that interfere with the orderly transportation of students. Some examples are:</p> <ul style="list-style-type: none">• Repeated occurrences of Level 1 behaviors• Annoying and/or bullying other passengers• Use of profanity• Damage to the bus	<p><u>Consequences</u> The bus driver reports misbehaviors on the bus. The principal or designee administers consequences. This action may include any or all of the following:</p> <ul style="list-style-type: none">• Conference with principal or designee• Contact with parents• Assigned seats• Loss of bus privileges for up to five days• Suspension from school for up to five days
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LEVEL 3

<p><u>Misbehaviors</u> Behavior that endangers the safety of the driver or students and which impairs the driver's ability to drive safely. Some examples include:</p> <ul style="list-style-type: none">• Repeated occurrences of Level 1 or 2 behaviors• Refusal to remain in seats• Throwing objects, spitting, or spit balls• Distracting the driver• Refusal to obey driver• Fighting, including pushing and/or wrestling• Lighting matches/lighters• Possession of knives or other dangerous objects• Possession or use of tobacco, alcohol, drugs, or controlled substances	<p><u>Consequences</u> The bus driver reports misbehaviors on the bus. The principal or designee administers consequences. At more severe levels, the superintendent or designee may be involved. This action may include the following:</p> <ul style="list-style-type: none">• Loss of bus privileges for six to ten days• Suspension for 6 or more days or exclusion from school• Repeated incidents of Level 2 behavior or egregious acts may result in a child being permanently suspended from bus privileges• Illegal activity will be referred to the Police Department
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Procedures for reporting passenger misconduct

1. The bus driver will report misconduct occurring on the school bus to the school administration. If a student shares information pertaining to student misconduct on the bus with a teacher or other staff member, the administration will be notified and speak with the bus driver.
2. A School Bus Conduct Report will be completed and submitted to the school administration and the bus company.
3. The principal or designee and the bus company will retain copies of the signed report.

Disciplinary Procedures:

The bus driver will submit a written complaint to the school principal.

A disposition form will be sent to the parent/guardian for signature.

Parents/guardians will be notified prior to bus suspension.

The administration reserves the right to consider extenuating circumstances in determining disciplinary consequences.

Serious violations will be treated accordingly.

Special Education Discipline

All students are expected to meet the standards of behavior as set by the Wachusett community. Chapter 71B of the Massachusetts General Laws and I.D.E.A. 1997 require that additional provisions be made for students who have been found by an evaluation team to have special needs and whose program is described in an Individual Education Plan (I.E.P). The following additional requirements apply to the discipline of special needs students:

1. The I.E.P. for every special needs student will indicate if they can meet student management policies or if modifications are needed.
2. The principal (or his designees) will notify the Special Education Office of any special needs students who have been suspended. The Director of Special Education will keep these suspensions on record.
3. When it becomes known that a special needs student will be suspended for more than ten days in a school year:
 - (a) services will be provided in order to ensure that the student receives FAPE, and
 - (b) a functional behavioral assessment will be conducted and a behavioral intervention plan will be implemented, and
 - (c) the team will conduct a manifestation determination in order to decide whether the infraction related to the student's disability, and if the team finds that the behavior is a manifestation of the disability, the District may not suspend the student.

In-School Suspension

The student will be isolated from the student body under the supervision of the administration. Students will be expected to complete assignments given by the classroom teachers. The amount of suspension time may range from one class to five days and may include recess and lunch.

Out-of -School Suspension Exclusion/Expulsion and Due Process

In certain circumstances, it may be necessary to suspend students from attending school. These instances involve serious disruptions of the school community or when other forms of discipline do not appear to be effective. For the duration of an out-of-school suspension, students may not visit the campus or attend any school-related events. At the conclusion of an out-of-school suspension, a student's parent(s) or guardian must make an appointment with an administrator to reach agreement on conditions for the student's readmission to the Wachusett school community.

Exclusion/Expulsion

Exclusion/expulsion will be used as a disciplinary measure in extreme and chronic behavioral situations, such as possession and/or use of weapons assault, sale of an illegal substance, use of an illegal substance, or other serious offenses.

Due Process

For a disciplinary action up to and including 10 days suspension:

- Oral notice of the charge (telephone notification to parents).
- Explanation of the evidence.
- Opportunity for the student to present his/her side of the story to an administrator.

For disciplinary action of more than 10 days/expulsion:

- Written notice of opportunity for a hearing.
- Written notice of the charges (telephone notification to parents with written copy of charges mailed to student's parents or guardian).
- The right to be represented by a lawyer or an advocate.
- Adequate time to prepare for a hearing.
- Access to documented evidence and opportunity to present witnesses and evidence in his/her behalf.
- The right to question witness.
- The written decision including the specific grounds for the decision.

Any student expelled from school by the principal shall have the right to appeal the decision to the Superintendent of Schools.

WRSD Policy (6435) Relating to Pupil Services

Substance Abuse

The Wachusett Regional School District prohibits the use of alcohol, illegal substances, and the improper use of harmful substances.

The possession, use, transmittal, serving, or consumption of any alcoholic beverage, illegal/harmful substance on school property, and/or at any school-sponsored activity is prohibited. Violations of this policy shall result in appropriate action as set forth in the Student Discipline Code.

Further, any student may be barred from a school-sponsored activity if there is reason to believe he/she has been drinking alcoholic beverages or using illegal substances prior to his/her attendance at or participation in said school-sponsored activity. Students may be required to submit to a Breathalyzer test prior to participation in school-sponsored events. Any staff member with knowledge of alcohol or harmful drug use or the carrying of harmful substances on school grounds or at school-related events shall notify the principal or the superintendent and the appropriate legal authorities.

The District shall provide full cooperation with legal authorities.

WRSDC Policy (6435) Relating To Pupil Services

Weapons

The Wachusett Regional School District prohibits the use of alcohol, illegal substances, and the improper use of harmful substances.

The possession, use, transmittal, serving, or consumption of any alcoholic beverage, illegal/harmful substance on school property, and/or at any school-sponsored activity is prohibited. Violations of this policy shall result in appropriate action as set forth in the Student Discipline Code.

Further, any student may be barred from a school-sponsored activity if there is reason to believe he/she has been drinking alcoholic beverages or using illegal substances prior to his/her attendance at or participation in said school-sponsored activity. Students may be required to submit to a Breathalyzer test prior to participation in school-sponsored events. Any staff member with knowledge of alcohol or harmful drug use or the carrying of harmful substances on school grounds or at school-related events shall notify the principal or the superintendent and the appropriate legal authorities.

The District shall provide full cooperation with legal authorities.

Procedures at Glenwood Elementary School

Drug and Alcohol Related Incidents will be dealt with as follows:

A student asking for help:

- Parents will be involved and, if they so desire, school personnel will work with the student and the parent to resolve the problem.
- In-house or community services will be explored for possible assistance.

A student suspected of using drugs or alcohol within the school:

- If there is cause to suspect that the student is under the influence of a drug or alcohol, the principal shall inform the parents, a conference will be held, and the principal may suspend the student up to five (5) days.
- Police will become involved at this point on an informal basis.
- A student present where a drug or alcohol is found.
- If, in the judgment of the principal, the student was aware of the presence of drugs or alcohol, the parent shall be notified.
- Suspension is at the discretion of the principal (up to five [5] days).
- Notification of the problem shall be made to the police.

A student in possession of a drug or selling a drug on school property or at a school function:

- The student shall be referred to the principal or to his/her designee.

- Parents will be notified immediately.
- Police shall be notified immediately and provided with the necessary information in order to determine if the material is an illegal substance.
- The student shall be suspended and referred to the Superintendent for further review and action he deems appropriate.
- This may include further suspension and/or expulsion.

G. Glenwood Needs Based Budget FY 2010

Glenwood Elementary School

Grades 3-5

443 students

BUDGET CATEGORY	DESCRIPTION	FY11 BUDGET REQUEST
Instructional Support - Textbooks	Everyday Math Workbooks- Grades 3-5 (450 students@\$17.97 + 10% S&H)	\$ 8,895.15
Instructional Support - Technology Software	AIMS-WEB Annual Subscription-Literacy & Math-\$5.00 per student	\$ 2,215.00
Instructional Support - Textbooks	Premier Agenda books 500 x \$4.31PLUS Shipping	\$ 2,358.00
Instructional Support - Textbooks	DRA Folders-Grade 4 students only (165 students)39.97/30pk+10&s/h	\$ 263.80
Instructional Support - Technology Software	Annual Cost of Library Software	\$ 500.00
Instructional Support - Technology Hardware	Toner for network printers	\$ 3,500.00
Instructional Support - Technology Hardware	Bulbs for Smartboard Projectors	\$ 752.00
Instructional Support - Technology Hardware	Laptop replacement batteries	\$ 1,429.05
		\$ -
	GRAND TOTAL	\$ 19,913.00
	SCHOOL TARGET (Enter here)	\$ 19,913.00
	OVER/(UNDER)	\$ -