

Bellingham Public Schools  
Strategic Planning Process

School: Northern Heights

October 15, 2007

- Annual Update
- Complete Revision

Strategic Plan Area	School Goals for Student Performance
<b>Reading</b>	By spring 2008, 90% of Northern Heights' students will comprehend text at or above grade level standards, as measured by the Washington Assessment of Student Learning (WASL) reading subtest and/or district reading assessments.
<b>Writing</b>	By spring 2008, 75% of Northern Heights' students will meet or exceed standards in writing as measured by district 3 <sup>rd</sup> and fifth grade writing assessments and/or the 4 <sup>th</sup> grade Washington Assessment of Student Learning (WASL) writing subtest.
<b>Math</b>	By spring 2008, 68 % of Northern Heights students will meet or exceed the state math standard in number sense as measured by the Washington Assessment of Student Learning (WASL) math subtest. ( <i>Safe Harbor was used based on current 4<sup>th</sup> grade cohort projections.</i> )
<b>Learning Environment</b>	By spring 2008 the attendance rate for Northern Heights students will be 98% or greater and the unexcused absence rate will be 1% or less.
<b>Technology</b>	By spring 2008, 92% of Northern Heights 2nd-5th grade students will effectively use technology for research, problem solving and decision-making.

Principal Signature: Wendy Barrett

Site Council Chair Signature: Heidi Mozelewski

**Action Plan: READING**

<b>School: Northern Heights</b>				<b>Date: October 13, 2006</b>			
<b>District Goal for Student Performance:</b> By Spring of 2008, 90% of K-5 will meet or exceed grade level standards in reading, as measured by performance on District Reading Assessment and WASL.							
<b>School Goal for Student Performance:</b> By Spring 2008, 90% of Northern Heights' students will comprehend text at or above grade level standards, as measured by the Washington Assessment of Student Learning (WASL) reading subtest and/or district reading assessments. Subsequent annual gains will be equal to or greater than 2.9%.							
<b>Target Objective:</b> 79% of Northern Heights 3 <sup>rd</sup> -5 <sup>th</sup> grade students will comprehend, analyze and interpret literary and/or informational text at or above grade level standards as measured by the WASL and/or district reading assessments. <i>(Safe Harbor was used to identify objective, based on current cohort projections.)</i>							
<b>Strategies</b>	<b>C/I</b>	<b>PD</b>	<b>PI</b>	<b>Who</b>	<b>When</b>	<b>Evidence of Implementation</b>	<b>Evidence of Impact</b>
Staff will implement the district reading curriculum and teach to the learning targets for each grade level, as established by District Literacy Guide.	X			Staff	Ongoing	Lesson Plans, formal and informal observations, student reading samples	Building, District/WASL Reading Assessments
Staff will further their understanding of effective practices in reading instruction through professional development including whole group, small group, and one-to-one coaching.	X	X		Staff Learning Coaches, District Learning Facilitators	Ongoing	Learning Plans, dialogue notes, participation in coaching episodes, study group notes, formal/informal observations	Staff Survey, Building, District/WASL Reading Assessments
Teachers will provide explicit instruction on strategies for comprehending, analyzing and interpreting a variety of text. (literary, informational, varied genre)	X			Teachers	Ongoing	Lesson Plans, formal and informal observations, student reading samples	Building, District/WASL Reading Assessments
Grade 3-5 staff will implement, evaluate and refine the schedule for literacy blocks that include whole group, small group, and individualized instruction.	X	X		Staff	2007-08	Building – wide schedule w/ literacy blocks, lesson plans, observations	Building, District/WASL Reading Assessments
Teachers will collaborate with District ELL staff to identify and implement specific instructional strategies to meet the needs of ELL students	X	X		Teachers, District ELL Staff	Ongoing	Professional development logs, Lesson plans, Release time records, Teacher reflection logs	Building, District/WASL Reading Assessments, ELL Progress Assessments
Teachers will consistently assess, analyze and plan for instruction based on a variety of formal and informal reading assessments. (Primary and Intermediate DRA, Running Records, monitoring notes)	X	X		Teachers	Ongoing	Training notes, comparison of assessment samples, lesson plans, collaboration notes, formal/informal observation	Staff Survey, Building, District/WASL Reading Assessments
Teachers will administer running records to students who are below grade level standard: every three weeks for primary and every six weeks for intermediate students.	X			Teachers/ Specialists	Ongoing	Monitoring notes, progress review notes, assessment records, lesson plans	Building, District/WASL. Reading Assessments
The Leadership Team will collect and analyze student achievement data in order to determine program strengths and needs, with subsequent revisions to building reading plans.	X	X		Staff, SSC	Ongoing	Charts, graphs and written analysis, revisions to plan, public sharing of information	Building District/WASL Reading Assessments
Staff will share student achievement data with staff, parents and community on an annual basis.	X		X	Principal, Staff, District	Ongoing	Charts, graphs and written analysis, revisions to plan, public sharing of info.	Building District/WASL Reading Assessments

Parents will be informed of student progress through report cards, conferences, school progress reports and district assessment reports.			X	Staff	Ongoing	Original documents in student file, Site Council minutes, School Performance Reports	Conference survey, Parent and Staff Surveys
Parents of students not at standard will be contacted at least once per year in order to identify learning and report on progress.	X	X	X	Teachers, Support Staff	Nov, March-May	Conference schedule, intervention plans	Student achievement data, conference survey
Staff will provide access to literacy intervention programs, including reading specialist support, extended day and/or summer school programs for students reading below standard.	X			All Staff Members	Ongoing	Notes from collaboration conferences, participation logs, program progress reports	Building, District/WASL Reading Assessments
Parents of struggling readers will be trained in support techniques to use at home.	X		X	K-5 Staff/ Specialist	Winter 2007 annually	School calendar and flyer, Training feedback	Level of participation and circulation records, comparisons of student achievement data fall-spring
Continue <i>Back On Track! Reading Program</i> , with emphasis on grades 2-5.	X		X	Specialist	Ongoing	Volunteer logs, levels of volunteer participation	Staff Survey, Building, District/WASL Reading Assessments
Staff will provide students with varied opportunities to participate in a variety of literacy enrichment programs. (i.e. Sasquatch Readers, Children's Choice, Books & Breakfast)	X		X	Library Media & Literacy Support Spec./ PTA	Ongoing	Notes from collaboration conferences, participation data, PTA Minutes	Building, District/WASL Reading Assessments
K-1 teachers will encourage parent involvement and reading at home through the "Lending Library" and training in strategies parents can use to support literacy learning.	X	X	X	K-1 Teacher Specialist	Winter 2007 annually	Books purchased/ organized, program implemented, Fall calendar & flyer, training feedback	Level of participation and circulation records, comparisons of student achievement data fall-spring
Our website will post literacy support ideas including bibliographies and recommended reading lists correlated with DRA and DRP levels.	X		X	LMS	2007-08	See website	Level of participation, Circulation records Parent Surveys
Staff will identify and purchase additional text resources to integrate math and science curriculum with literacy, as funds are available.	X			All Staff Members	2007-08	Staff development plans, observed implementation	Staff Survey, Achievement data

**Action Plan: WRITING**

**District Goal for Student Performance:** By spring 2007, 90% of students will meet standard in writing, as measured by WASL.

**School Goal for Student Performance:** By spring 2008, 75% of Northern Heights' students will meet or exceed standards in writing as measured by the District Writing Assessments and/or the Washington Assessment of Student Learning (WASL) writing subtest.

**Target Objective:** At least 75% of Northern Heights' 3<sup>rd</sup>-5<sup>th</sup> grade students will meet standards in content, organization and style as measured by the WASL District Writing Assessments.

<b>Strategies</b>	<b>C/I</b>	<b>PD</b>	<b>PI</b>	<b>Who</b>	<b>When</b>	<b>Evidence of Implementation</b>	<b>Evidence of Impact</b>
Staff will implement the district writing curriculum and teach to the learning targets for each grade level, as established in the District Literacy Guide.	X			Staff	Ongoing	Formal & informal observations, student work samples	District/WASL Writing Assessment & report card data
Staff will further their understanding and use of effective instructional practices in writing instruction through professional development which includes whole group, small group, and one-to-one coaching.	X	X		Learning Coaches, DLF	Ongoing	Learning plans, dialogue notes, participation in coaching episodes, study group notes, formal/informal observations	Staff Survey, District/WASL Reading Assessments
Leadership Team will identify and purchase resources for professional development in writing, to include books and materials to support study groups (PLC's).	X	X		Leadership Team, Principal	Fall 2008	Learning plans, dialogue notes, participation in coaching episodes, study group notes, formal/informal observations	Staff Survey, District/WASL Reading Assessments
K-5 teachers will implement literacy blocks that include whole group, small group, and individualized instruction in writing through a writing workshop approach.	X			Teachers, Literacy Support Specialist	Ongoing	Formal and informal observations, documentation in plan books and daily schedule	District/WASL Writing Assessment & report card data
Teachers will teach, post and consistently use vocabulary specific to the writing process, modes of writing and the six-trait model in all classes.	X			Staff	Ongoing	Formal & informal observations, notes from grade level meetings, evidence on walls	District/WASL Writing Assessment & report card data
Teachers will use a variety of assessments to plan for instruction and monitor progress over time; draft books, rubrics, student goals and self-evaluation, portfolios and formal prompts. (Developmental/ 4-Point Rubrics)	X	X		Teachers	Ongoing	Monitoring notes, formal & informal observation	District/WASL Writing Assessment & report card data
Teachers will be trained in use of a four-point rubric and assessment system consistent with District guidelines.	X			Teachers	As available	In-service Schedules, Learning Plans, Lesson Plans	District/WASL Writing Assessment & report card data
District/Building Writing Assessments will be administered and scored using the four-point rubric at least once per year.	X	X		Teachers	Spring 2008	District records of participation, sharing of new learning with staff, application to classroom	District/WASL Writing Assessment & report card data, staff survey
Grade K-5 teachers will collaboratively score and analyze writing assessment data in order to identify implications for their classroom practice.	X			Teachers	Spring 2008	Early release and BBI agendas, data summaries, lesson plans	District/WASL Writing Assessment & report card data
The Leadership Team will use state, district and building writing assessment data to identify areas of strength and need, with program plans revised accordingly.	X	X		Staff, Site Council, Leadership Team	Ongoing	Charts, graphs and written analysis, Site Council agenda, plan revisions	District/WASL Writing Assessment & report card data

Staff will share state, district and building writing assessment data with students, parents and the community annually.	X		X	Principal, District Staff, Site Council	Ongoing	SSC minutes, newsletter, School Performance Report	Staff and Parent Surveys
Staff will collaborate to ensure clear articulation and smooth transition of writing skill development from one grade to the next.	X	X		All Staff	2008-09	Learning plans, meeting notes, written document, formal and informal observation, site report	District/WASL Writing Assessment & report card data, staff survey
Parents will be informed of student progress through progress conferences, semester report cards and district assessment reports.			X	Staff	Ongoing	Original documents in student file, Site Council minutes, School Performance Reports	Conference Survey, Parent and Staff Surveys
Parents of students below standard will be contacted at least once per year in order to identify learning goals and report progress. (Phone, conference, meeting)	X		X	Teachers, Support Staff	Nov, Mar-May	Conference schedule, intervention plans	Student achievement & report card data, conference survey
Grade 1-5 teachers will include one scored sample of student writing with the progress conference and semester report cards. (3 samples/year)			X	Grade 1-5 teachers	Nov Jan June	Progress Conference Notes Report Card samples	Parent Surveys
Staff will provide opportunities for parents to learn about the writing curriculum, writing process, and six-trait writing. (PTA Showcase, Parent Brochure, Video)			X	Staff	2008-09	School calendar and attendance roster	Parent Surveys, feedback forms
Northern Heights webmaster will post information and links about writing, including scoring rubrics, exemplars and ideas to help parents support writing at home on the school website.			X	LMS	2007-08	See Website Parent Conference Handout	Staff and Parent Surveys

**Action Plan: MATH**

<b>District Goal for Student Performance:</b> By spring 2007, at least 65% of 4 <sup>th</sup> grade students will meet or exceed the state math standard as measured by the Washington Assessment of Student Learning.							
<b>School Goal for Student Performance:</b> By spring 2007, 68% of Northern Heights' students will meet or exceed the state math standards as measured by the WASL.							
<b>Target Objective:</b> 65% of Northern Heights students will demonstrate proficiency in mathematics-number sense as measured by the WASL math subtest for number sense, grades 3-5. ( <i>Safe Harbor was used based on current 4<sup>th</sup> grade cohort projections.</i> )							
<b>Strategies</b>	<b>C/I</b>	<b>P D</b>	<b>PI</b>	<b>Who</b>	<b>When</b>	<b>Evidence of Implementation</b>	<b>Evidence of Impact</b>
Teachers will provide daily instruction in the district math curriculum as established in the <i>Elementary Math Support Guide</i> and <i>Investigations in Number, Data and Space</i>	X	X		Teachers	Ongoing	Lesson plans, formal and informal observations, student work samples	Building, District/WASL Math Assessments
Staff will increase their knowledge of state standards, grade level expectations and implications for math instruction using <i>Investigations in Number, Data and Space</i> as a primary resource.	X	X		Staff	2007-08	Staff discussions, observable implementation, Early Release and BBI Agendas, Staff reflections	Building, District/WASL Math Assessments, Staff Survey
School, grade level and one-to-one coached professional development will include a focus on math; including collaborative study of Elmore's <i>How People Learn in Math</i> and application of new learning to classroom practice.	X	X		Staff, Instructional Coaches, DLF, Math Tosa	2007-08	Early Release, BBI and staff meeting agendas, Leadership Team minutes, Staff reflections, Action Plans, Summary of Progress	Building, District/WASL Math Assessments
Teachers will increase familiarity with the elements of a balanced math block and will begin to incorporate these into daily instruction.	X	X		Teachers Principal District Staff	2007-08 2008-09	Staff meeting agendas, handouts, observation/quick visit notes, district math meeting minutes	Building, District/WASL Math Assessments
Cross-grade teams will collaborate to ensure that instructional practices, expectations for student learning and assessments are clearly aligned with District curriculum and well articulated across levels.	X	X		Staff	2007-08	Notes from grade level meetings, alignment documents published	Building, District/WASL Math Assessments
Teachers will consistently administer end of unit assessments corresponding to units of instruction ( <i>Investigations in Number, Data and Space</i> ), profile student achievement and monitor ongoing progress for the class and individual students.	X			Teachers	2007-08	Class profiles, student work samples, Student Progress Review notes, intervention logs	Building, District/WASL Math Assessments
Teachers will use WASL, MAP and classroom-based assessments to guide current instruction in math and monitor progress over time.	X			Teachers	Ongoing	Lesson plans, student work samples, Progress Review notes, observations	Building, District/WASL Math Assessments
Principal will conduct ongoing Student Achievement Conversations in order to review student achievement data, monitor progress, share strategies and plan interventions for students with specific needs in math.	X			Teachers	Ongoing	Class profiles, student work samples, Student Progress Review notes, intervention logs	Building, District/WASL Math Assessments
Staff will develop and implement student learning goals and plans for students who are working below grade level standards.	X		X	Staff	Ongoing: Nov	Student Progress Review notes, student learning plans, NYAS conference notes	Building, District/WASL Math Assessments

Staff will provide extended learning and enrichment opportunities for students to develop/improve math skills. (Intervention programs, summer school, high school/volunteer tutors, Math Masters Club, etc.)	X		X	All staff members, PTA Community Volunteers	2007-08	Student Progress Review notes, learning plans, participation	Building, District/WASL Math Assessments
Staff will implement <i>iSucceed Math</i> (a.k.a.LarsonMath) as the primary instructional resource for intervention and enrichment in math.	X	X		Staff, Principal	2007-08	Extended Day Program Records, Student Progress Review notes, learning plans, participation	<i>iSucceed Math</i> progress data, Building, District/WASL Math Assessments
Staff and parents will be trained to use the <i>iSucceed Math Program</i> with students at school and home.	X	X	X	Staff, Principal <i>iSucceed</i> staff	Dec-Jan 2007-2008	Training schedule, Training notes, participation logs,	<i>iSucceed Math</i> progress data, Building, District/WASL Math Assessments
Staff will analyze current and future assessment results to identify areas of strength and need in our math programs, with subsequent revisions to program plans.	X			Staff, SSC	Ongoing	Staff meeting notes	Building, District/WASL Math Assessments
Staff will share student achievement data with parents and community on an annual basis.	X		X	Principal, SSC, District	Ongoing	Newsletters, parent nights, School Performance Reports	Building, District/WASL Math Assessments data, report card data
Parents will be informed of student progress through progress conferences, semester report cards, school progress reports, and state/district assessment reports.			X	Staff	Ongoing	Original documents in student file, conference feedback	Building, District/WASL Math Assessments, Parent Survey
Teachers will communicate math learning expectations and strategies for parents to use at home in order to support student learning in math.			X	Staff	2007-08	Print resources, conference documents	Building, District/WASL Math Assessments
Staff will provide training for school volunteers with emphasis on specific strategies to improve math achievement.			X	Staff	2008-09	Training opportunities available, level of participation and volunteerism	Building, District/WASL Math Assessments, Staff Survey
The Northern Heights webmaster will post parent and family links to web sites that focus on resources, lessons, and strategies that support math for all students.			X	LMS	2007-08	See website Parent Conference Handout	Staff and Parent Surveys
Staff and PTA will sponsor math awareness opportunities for parents, with some emphasis on strategies to support students struggling in math.	X		X	Staff, SSC, PTA	2006-07	Events scheduled and held, level of participation, parent feedback on the event	Parent and Staff Surveys

**Action Plan: LEARNING ENVIRONMENT**

**District Goal for Student Performance:** Unexcused absence rates will be 1% or less, district wide.

**School Goal for Student Performance:** The student attendance rate at Northern Heights will be 98% or greater and the unexcused absence rate will be 1% or less.

**Target Objective:** Students will demonstrate leadership and commitment to school by engaging in responsible, personal and social learning behaviors, as measured by a 10% decrease in discipline referrals and an unexcused absence rate of 1% or less.

<b>Strategies</b>	<b>C/I</b>	<b>PD</b>	<b>PI</b>	<b>Who</b>	<b>When</b>	<b>Evidence of Implementation</b>	<b>Evidence of Impact</b>
Parents will be informed of school governance structures (SSC, PTA, SAC, Committees) and opportunities for involvement.			X	Staff	Ongoing	Newsletter, website, meetings, parent nights, teacher communications	Level of participation data, Parent Surveys
Staff and parents will share the work of various parent-involved groups through newsletters, the website and by posting meeting minutes on the foyer community board.			X	Committee Chairs	Ongoing	Information is posted and easily accessible to all parents	Level of participation data, Parent Surveys
Families new to the school will be provided with opportunities to learn about school programs, policies and parent involvement.			X	Principal, PTA	Fall, 2007 Winter 2008	Parent Orientation Mtgs., Newcomer's Welcome Meeting	Level of participation data, Parent Surveys, PTA Data
Staff will hold open house and student progress conferences for the purpose of educating parents about learning expectations, assessments and ways that parents can support student achievement at home.	X		X	Teachers, SSC	Fall 2007	Open House agenda, parent fliers, parent feedback, parent and staff surveys	Level of participation data, Parent Surveys
Staff will work collaboratively to develop a structure, common content and resources for student progress conferences.	X	X	X	Conference Task Group, Grade Level Teams, Principal	Fall 2007	Common Elements Matrix, Sample schedule, grade level exemplars, support resources	Staff and Parent Surveys
Staff will provide print resources for parents, including student behavior and discipline policies. (Parent Handbook, Community Standards)	X		X	Staff	Ongoing	Print resources distributed	Level of participation data, Parent Surveys
Staff will use translated parent communications and translation services as needed and available.			X	ELL Staff Teachers	Ongoing	Documents translated or interpretive services provided	Level of participation data, Parent Surveys
ELL and instructional staff will organize and conduct information meetings for parents of ELL students, as funds are available.			X	ELL Staff Principal, Teachers	2007-08	Meeting agendas, evaluations	Level of participation data, Parent Surveys
The Building Leadership Team (BLT) will provide oversight for implementation of instructional programs and corresponding staff development.	X	X		Staff	Ongoing	Committee, members published, committee notes, sharing with staff	Staff Survey, Student achievement data

The Student Leadership Team (SLT) will provide opportunity for ongoing student input into school concerns and activities.	X			Principal, Teachers 4 <sup>th</sup> /5 <sup>th</sup> Grade students	Ongoing	Schedule of meetings, communication from group, documents	Student, staff and parent surveys
Staff will provide opportunities for students to develop and practice leadership skills. (Harvest Hustle Teams, Recess Rangers, Student Mentor Program, Tech/Newscast and Student Leadership Teams)	X		X	Staff, Students, Parents	Ongoing	Staff meeting notes, events planned, scheduled and implemented	Student, staff and parent surveys
Staff will encourage and provide opportunities for students to extend leadership to the greater community. (Service Learning, community projects)	X		X	Staff, BLT, SLT	Ongoing	Events scheduled and implemented	Feedback data, student, staff and parent surveys
Staff, parents and students will explore possible ways to recognize positive achievements in the Northern Heights Community and identify those with promise for future implementation.	X			Staff, SSC, PTA Students	2007-08	Staff meeting notes, Site Council minutes, Specific events and strategies implemented	Student, staff and parent surveys
ESS/Intervention Prevention Staff will provide varied support services for students at high risk, with emphasis on increasing protective factors and school/academic success.	X			All staff members	Ongoing	Working logs/case notes, Support Staff Collaboration Log,	Student survey, discipline and counseling referral data, staff survey
Staff will review and refine common practices to ensure a safe learning environment and increase student responsibility for learning and behavior. ( <i>Levels of Community, 5 Step Discipline Plan, Best Self Language and Kelso's Choices</i> )	X	X		Staff	Ongoing	Specialists notes, meeting minutes, Parent and Staff Handbooks	Staff and Parent Surveys, discipline/ESS referrals, student achievement data
Parents will receive information about social-behavioral programs being implemented at school; to include information about <i>Kelso's Choices</i> and <i>Second Steps</i> .	X		X	ESS, Teachers, Principal	Ongoing	Parent handout developed and distributed, meeting minutes	Staff and Parent Surveys, discipline/ESS referrals, student achievement data
Para-educators will receive training on response techniques and strategies as well as ongoing support in order to ensure a safe, positive learning environment for all students.		X		Principal, ESS, Para educators	Monthly	Para-educator meeting notes, training agendas, informal feedback	Para-educator survey data, discipline/ESS referrals, student achievement data
Staff and parents will implement a comprehensive plan for school safety and emergency response,	X	X	X	Staff, Parents, District Staff	Ongoing	Documents completed, published and practiced, log of drills	Log of drills, staff, student and parent surveys
Staff, parents and students will be trained in emergency response procedures, as appropriate to their role and need.		X	X	Staff, Students, Parents	2006-07 Ongoing	Training held, participation records, drill logs, newsletters, parent night agendas	Staff, Student and Parent Surveys
Staff will continue to refine processes for identifying, tracking and responding to students with high levels of absenteeism.			X	All staff	Ongoing	Attendance records, correspondence, ESS and Principal logs	Attendance records, ESS referrals, student achievement data