

EXECUTIVE SUMMARY

School Improvement Plan for Westbrook Christian School Administrator's Perspective

Westbrook Christian School has been a growing Christian school with a positive influence in the community since it began in 1972. In recent years there have been significant increases in student population, teacher salaries, and facilities. The challenge comes in making sure that the needs of the “whole child” are being met in a way that is consistent with the philosophy of the school.

The school, originally named Westminster Christian School, began as a community school under the leadership of the First Presbyterian Church. In 1990, a significant change took place when the school became a ministry of Big Oak Ranch, Inc. The name was changed to Westbrook Christian School to reflect a change in direction and philosophy. The student body has increased from 176 in 1990 to the current population of 634. Since the five-year interim review in 2004, the school has added a kindergarten building, expanded the cafeteria and upgraded the serving area of the kitchen. In response to the 2004 School Improvement plan, the school has expanded the use of technology by adding a computer in every classroom, as well as new computers in the elementary and secondary labs, created a functional web site, provided technology instruction for teachers and has begun to use technology to enhance communication through e-mail, Edline (an internet grade accessibility program), and SchoolCast (a rapid phone notification system). The school has added a student chapel committee, advisory groups, and the Warrior Reps (a school-to-community ambassador group) to enhance the spiritual development and leadership opportunity of students. Through elementary and secondary career fairs, a career exploration course, and research projects based on career choices, the students are learning to articulate the relationship between subject matter and its relevance to real life situations, as recommended by the peer review team. There is an ongoing focus on maximizing the potential of all students through the expansion of the honors classes available to middle school students, the development of a gifted program in the elementary school, and the addition of a special needs team to monitor progress and make recommendations for students. Probably the greatest improvement in the last few years has been the creation of Professional Learning Teams throughout the school and the implementation of scheduled meeting times. The Leadership Team examined the current mission statement and recommended to the board the adoption of a new vision statement which encapsulates the mission of the school. “Learning Aimed at Excellence, Maximizing Potential, and Training Warriors for Christ” has become the driving force for all decisions.

Throughout our school's history, one of the greatest strengths has been its personnel. These people have a strong Christian commitment to students and to this ministry. Even though this past year brought the beginning of a retirement program and another increase in salaries, there is still a constant desire to continue to raise salaries in order to retain personnel and to reward continued service.

There is a need to focus on the following goals for the future:

1. Whereas recent improvement in the use of technology increased communication, technology must now be used to enhance learning.
2. Standardized test data must be used more effectively to address areas of weakness in student achievement.
3. Teachers must be trained in data literacy in order to determine curriculum adjustments that meet the academic needs of the students.
4. Bullying must be addressed at all levels of the school.
5. The tuition structure should be evaluated yearly in order to provide a basis of funds for operating expenses and continued salary enhancement.
6. There should be continual feedback from all stakeholders regarding the effectiveness of our school in all areas.
7. The school's priorities must be continually evaluated to ensure that the vision of the school is the basis for all decisions.
8. Student leadership should be encouraged through training as well as opportunities to serve within the school.
9. When economic circumstances will allow, the gym/fine arts center will be built to enhance the extracurricular opportunities for students.

God has been so awesome in His blessings to this school. It is our job to maintain a purity of mission and philosophy as we strive to educate these children- -spiritually, academically, and physically. Service to God and others must be a priority. Producing students who are ready to do whatever God has called them to do must be our aim. These goals can only be reached by asking God's leadership and wisdom as we plan. As we "acknowledge Him, He will direct our path." Proverbs 3:6

Cynthia G. Greer, Administrator

WESTBROOK CHRISTIAN SCHOOL
SCHOOL IMPROVEMENT STRATEGY
ADDRESSING BULLYING

Objective:

Our objective is to create a school climate in which all types of bullying are regarded as unacceptable.

Description: Bullying

It is our desire to improve the school climate by making it free from threat, harassment, and any type of bullying behavior. We want to address the concerns of parents and students quickly and compassionately. We believe it is necessary to be consistent in disciplinary actions and establish a collaborative effort for the purpose of sending a clear message that we care about the effects of bullying on students and the teaching/learning environment.

Goals:

1. To train teachers how to recognize behaviors indicative of bullying and how to address these problems compassionately and constructively.
2. To provide ongoing opportunities for student education and dialogue regarding bullying issues.
3. To improve consistency of disciplinary actions and consequences related to bullying.
4. To improve documentation and communication of all disciplinary actions.

Addressing Bullying Timeline:

GOALS	ACTION PLAN	TIMELINE	PERSONS RESPONSIBLE	Resources/ Evaluation Tools
1&2	Create a PLC Team for Bullying Prevention	Spring 2009-2010	Administration	Release -time/ Team Feedback
1&2	Research the best way to improve student dialogue and education about bullying i.e. create and administer anonymous questionnaires to be given to students on a regular basis	Fall 2009 - 2013	PLC Team Administration	Questionnaire
1	Orchestrate teacher training seminars for the purpose of teaching teachers how to recognize bullying and how to take proactive steps to prevent bullying	Fall 2009 - 2013	Administration Counselors PLC Team	Speakers Teacher Feedback
2	Research the feasibility of incorporating units on bullying during Bible classes	Fall 2009-2013	Administration PLC Team	Bullying Curriculum
2	Research the feasibility of elementary advisory groups to address issues related to bullying	Fall 2009-2013	Administration PLC Team	
3 & 4	Review the current discipline policies with respect to incidences involving bullying	Fall 2009	Administration Discipline Director PLC Team	Team Feedback Discipline Plan
4	Devise and implement a system for the documentation and communication of efforts to correct behaviors associated with bullying	Fall 2009-2013	Administration Discipline Director PLC Team	Research of other discipline programs

WESTBROOK CHRISTIAN SCHOOL
SCHOOL IMPROVEMENT STRATEGY
USING STANDARDIZED TEST DATA EFFECTIVELY

Objective:

Our objective is to turn the data we have into data we can use for the purpose of addressing areas of weakness in student achievement.

Description:

Currently we are testing students grades K-10 every year with the Stanford Achievement Test, Tenth Edition (SAT-10) and the Otis Lennon School Ability Test (OLSAT) in grades 2, 4, 6, and 8. Individual departments and teams have this data available to them each year. Department heads along with school administration conduct analysis of these scores. While the test data does provide a catalyst for collaborative inquiry, meaning from the data is only gained through correct analysis and interpretation. Three problems were identified in this area: First, a comprehensive plan for the utilization of test analysis specific to instructional goals may exist in isolated areas, but not in all grades or subject areas. Having data available does not mean the data are used to guide instructional improvement. Second, teachers need to develop in terms of data literacy. Once teachers learn how to use data effectively, they can then use that data in concert with their knowledge, skill, and experience to determine focus areas for student improvement. Third, we need to disseminate data and the research already being done by individual departments to stakeholders.

Goals:

5. A new PLC data team will be selected by the administration for the purpose of using data more effectively.
6. The new PLC team will work with administration to establish a protocol for the analysis and dissemination of all data.
7. Data literacy will be the focus of teacher inservice and training to help teachers acquire the necessary skills and knowledge to use data. Each grade level and department will meet with a data coach to help with test interpretation each year.
8. Individual departments will use data as a tool to determine three specific instructional improvement goals each year designed to improve student achievement in identified areas of weakness.

Using Data Improvement Plan Timeline:

GOALS	ACTION PLAN	TIMELINE	PERSONS RESPONSIBLE	EVALUATION TOOL(S)
1	A multi-disciplinary PLC data team will be formed to establish a comprehensive plan and protocol for data analysis and dissemination.	Spring 2009	Administration	Team feedback
2	The PLC data team will work with administration on the plan and protocol for data analysis and dissemination.	Fall 2009	PLC Data Team, Administration	Team feedback
4	The new plan and protocol will be given to department heads and other PLC teams.	Fall 2009	PLC Data Team	Department heads and PLC teams give feedback
3	Professional development to include data workshops.	Fall 2009	PLC Data Team, Administration, Psychometrist, and June Nichols	Faculty surveys post in-service meetings
3	Grade level and subject area meetings meet with data coach.	Fall 2009 - 2013	PLC data team	Department heads and PLC teams give feedback
4	Establish and maintain an effective database of all standardized assessment results and construct meaningful charts and/or graphs for teacher evaluation of test results.	Spring 2009-ongoing	Administration, Psychometrist	Data analysis handbook for all teachers
4	Departments and grade level teams will determine three instructional improvement goals based on the data and relevance to student achievement.	Fall 2009 - 2013	Department Heads, Administration, Faculty	Department & grade level team reports

WESTBROOK CHRISTIAN SCHOOL
SCHOOL IMPROVEMENT STRATEGY
INTEGRATION OF TECHNOLOGY

Objective:

Our objective is to integrate technology into our classroom instruction and curriculum.

Description:

For the past several years, technology has served as a significant communication tool at Westbrook Christian School and now will be expanded in its use to enhance learning. As a focal point of our school improvement plan, our PLC teams will explore the possibility of creating two technology labs (one for elementary and another for secondary) that will provide a wider range of technology for yielding an increase in learning opportunities. In addition, the faculty will become more competent towards integrating technology into their subject specialties, while select curriculum will enhance the use of technology at all grade levels.

Goals:

9. Administration will appoint PLC teams to address the integration of technology into classroom instruction.
10. Students will increase the purposeful usage of computers and technology to enhance learning.
11. A curriculum map will be created for the purpose of integrating computer technology at all grade levels in multiple subject areas.
12. Teachers will gain competence in the use and integration of technology into their certified subject specialties.

Integration of Technology Timeline:

GOALS	ACTION PLAN	TIMELINE	PERSONS RESPONSIBLE	Resources/ Evaluation Tools
1,3, & 4	PLC teams will establish an information database of educational web sites for all teachers. These web sites will be compiled in a Public Folder allowing teachers to access curriculum tools that will enhance their teaching.	Spring 2009-2010	Elementary Administrator Teachers	Public Folder/ Team Feedback
2 & 4	The administration and teachers will explore the possibility of placing two technology labs centralized in both the elementary and high school. Both labs will be equipped with a smart board and computers to serve an average class size on a sign-in basis.	Spring 2009 - 2013	Principal Elementary Administrator Teachers Board of Directors	Smart Board Computers Est. Cost \$20,000
4	Teachers will receive training in the classroom implementation of technology.	Spring 2009 - 2013	Principal Elementary Administrator	Est. Cost \$5,000- \$10,000/ Technology Conferences, Gadsden State, and Horizon C.E. Credits Teacher Surveys
2 & 3	A curriculum map will be constructed to insure the implementation of technology across grade levels and subject areas.	Spring 2009 - 2013	Principal Technology PLC Team Department Heads	Curriculum Map Team Feedback
3	PLC Teams will research the benefits of using distance learning in the high school.	Spring 2009 - 2013	Principal Teachers	Team Feedback