Norman E. Day Elementary School
School Improvement Plan

Progress Report for FY25
Action Plan for FY26

Chris Louis Sardella, Principal
Chrissy Michaud, Assistant Principal

Norman E. Day Elementary School
2025-2026

School Advisory Council Members:

1) Chris Louis Sardella	Principal/Co-chair	Signature: _____
2) Chrissy Michaud	Assistant Principal	Signature: _____
2) Beth Poirier	Grade 4 Teacher	Signature: _____
3) Sarah Rebilas	Grade 3 Teacher	Signature:_____
4) Cheryl Carpenter	School Nurse	Signature: _____
5) David Lundgren	Parent	Signature: _____
6) Ramesh Parimi	Parent	Signature: _____
7) Lakshimi Muthu	Parent	Signature:_____

Norman E. Day Elementary School School Data

Westford Public Schools Overarching Mission & Vision
We value the development of curious lifelong learners who are responsible, empathetic members of the community, demonstrating innovation through a wide variety of opportunities within inclusive, joyful learning environments that embrace their variability and honor their diversity.
We believe in preparing our students for active, positive participation as both local and global citizens by developing and fostering creativity, communication, collaboration, and critical thinking.
Core Values
As an entire district, we embrace the SPIRIT core values: **S**afety- physical, mental, and emotional wellbeing **P**erseverance- fostering resilience and growth mindsets **I**nclusion- committing to equity for all **R**espect- both of ourselves and those around us **I**ntegrity- in our work, in our actions, in our choices **T**eamwork- collaborating with others toward a common goal

Enrollment Data

4/30/25			
	Grade 3	**Grade 4**	**Grade 5**
Classroom 1	20	24	24
Classroom 2	20	24	23
Classroom 3	19	24	23
Classroom 4	19	24	22
Classroom 5	20		23
Subtotals	98	96	115
Total Enrollment			**309**

WPS Strategic District Improvement Plan

Goal 1: To improve curriculum implementation and assessment systems so that every child continues to feel accepted, respected and valued through the lens of diversity, equity and inclusion.		
Initiatives	**Progress FY25**	**Action Plan FY26**
Participate in and execute recommendations of the district equity audit. (1.1 SDIP)	• Root Cause Analysis Meeting Dec. 2024 • School based team meeting April 2025	• Utilize data from Equity Team Meeting (April 2025) to create an action plan of implementation in FY26
Continue to grow a school based Equity committee (SDIP 1.3)	• Team Developed • Equity Audit Meeting - School Based - April 2025 • Reviewed Equity Audit Recommendations	• Seek additional members to join the school based Equity Team, including SAC members • Prioritize AIR Recommendations • Seek feedback from Staff
Implement the new IEP with fidelity. (SDIP 1.3)	• IEPs were updated in FY25 utilizing new IEP format • Implemented Powerschool documents/tools for IEPs and 504s • IEP PD - Ongoing with AP Team and EdCamp May 2025	• Continue to review and provide Professional Development for IEP forms and documents • Implement revised WPS DCAP

Goal 2: To improve curriculum implementation and assessment systems so that every child continues to access high quality instruction.		
Initiatives	**Progress FY25**	**Action Plan FY26**
Continued implementation of 3 -5 literacy curriculum using UDL Principles (1.2 &1.3 SDIP)	• Professional development in how to continue implementing the EL curriculum - utilize skill groups • Ongoing coaching with LS/CC • Provided overview UDL Engagement - UDL Update • Created District Wide (3-5) Document of examples of Engagement - Link	• Work with Humanities Curriculum Coordinator for ongoing PD (site visits, collaboration with district colleagues) to enhance EL. • Review UDL Engagement during Faculty and Curriculum Meeting - September 2025 - • Introduce UDL Representation during Faculty and Curriculum Meeting FY26
Assess the effectiveness of how student progress is communicated to students and families (3.2 SDIP)	• Discussed the revision of Standards Based Report Card to align with standards and benchmarks	• Participate in District Wide report card committee to align with current standards and benchmarks • School based discussions to obtain input on the effectiveness of the report card ratings
Using school based data to continue to progress monitor, data analysis, and identification of interventions for Tier 1&2 (1.3 SDIP)	• Implemented updated IST Form (3-5) • Data Team Meetings - Analyze Data • iReady Reports/Lessons to drive instruction • Professional Learning time to support data discussions - • ISTs meetings throughout year	• Building Based Data Teams analyze student data to drive instruction and MTSS interventions • Continue to work with WIN Data Teams

Goal 3 : To maintain a healthy and supportive school environment that meets the social-emotional and health & wellness needs of our learners through the direct teaching of social, emotional and physical well being.		
Initiatives	**Progress FY25**	**Action Plan FY26**
Identify and analyze what can be removed from calendars and schedules at the school level while maintaining high expectations and standards. SDIP 3.1	• EdCamp Style PD at Elementary level • Provide grade level planning time during monthly all school student meetings.	• Continue exploration of PD format/topics to best meet the needs of WPS staff. • Explore opportunities to build in “mindful breaks for staff” • Continue to provide Faculty & Curriculum Meeting time for collaboration among teams.
Work collaboratively as prek-5 schools to develop consistency amongst our execution of the 5 core competencies of SEL (DESE). SDIP 3.3	• Discussed consistency in lesson objectives to target the 5 core competencies amongst schools. Self-Awareness, Self-Management, Social Awareness, Relationship Skills, Responsible Decision-Making • Pilot Wayfinder SEL curriculum • Provide an overview and training of Collaborative Problem Solving.	• Research new SEL Curriculums PreK-5 • Train staff in the protocols of Collaborative Problem Solving
Secure district wide resources that help support student skill development in fostering resilience and self-regulation (3.3 SDIP)	• Reviewed current IA Schedule to determine schedule opportunities for an additional Wellness Section	• Implementation of new Elementary Wellness/PE Schedule (2 classes per week) FY26 • Begin utilizing Collaborative Problem Solving Strategies with students

	● Consulted with area districts who have an additional Wellness Class within their schedules. ● Discussed pilot Wellness (2 classes per week) at Abbot	

Goal 4 : By utilizing the Westford Climate Roadmap, we will work to increase sustainability initiatives within our school community.		
Initiatives	**Progress FY25**	**Action Plan FY26**
Identify opportunities to learn about and support Westford's climate sustainability initiatives. (4.1 & 4.2 SDIP)	• STEAM Fair - Building Based Feb '25 • Identified short term (turn off lights, regulate temperatures) and long term goals (Feasibility Study and building tour with J. Goodwin) • Secured $16,000 DESE school garden grant to expand our school gardens, grow produce such as lettuce to use in our school cafeteria, offer opportunities to participate in a garden club, and offer new menu items in our cafeteria reflecting the cultural diversity of our student body. • Learn about global initiatives about water conservation through third grade ELA curriculum	• Utilize feedback from Elementary STEAM Team to increase access/participation in building based STEAM Fairs • Continue exploration of sustainability initiatives(e.g. school garden program, composting, environmental club, etc.) • Review Feasibility and Space Utilization Data

Additional Goals, Initiatives, or Next Steps
● Explore the revised materials from EL (collaborate with CC). ● Review the STEAM fair process, the direction STEAM is going, and share sources from the Science Advisory Committee.