Norman E. Day Elementary School
School Improvement Plan
2026-2027



Chris Louis Sardella, Principal
Chrissy Michaud, Assistant Principal

Norman E. Day Elementary School
2026-2027

School Advisory Council Members:

Meeting Date:_____

1) Chris Louis Sardella	Principal/Co-Chair	Signature: _____
2) Chrissy Michaud	Asst. Principal, Ex-Officio	Signature: _____
3) Sarah Rebilas	Teacher	Signature:_____
4) Beth Poirier	Teacher	Signature: _____
5) Open 26-27	Parent	Signature: _____
6) Open 26-27	Parent	Signature: _____
7) Open 26-27	Community Member	Signature: _____

School Data

Norman E. Day Elementary School

The Norman E. Day Elementary School is one of three Grades 3 to 5 schools in Westford, MA. The mission of our school is to work collaboratively with the Day community, including parents, staff and students, to create and maintain a welcoming and safe school environment where all children can learn, achieve, and be successful. Our common goal is to provide a challenging and enriching education for every child. As a school, we work together by:

- Creating a common understanding of what it means to have a welcoming and safe school environment
- Building and maintaining safe communities of learners in all learning spaces
- Developing routines to create caring learning communities within all learning spaces by incorporating the core values of SPIRIT - Safety, Perseverance, Inclusion, Respect, Integrity, Teamwork

5/11/26			
	Grade 3	**Grade 4**	**Grade 5**
Classroom 1	23	26	26
Classroom 2	22	26	26
Classroom 3	22	26	24
Classroom 4	22	26	25

WPS Strategic District Improvement Plan FY27 - FY30

Goal 1: Continue to infuse our equity work into our curriculum, instruction and assessment-the heart of what we do- to ensure high quality learning experiences for every student.	
Initiatives	**Action Plan FY27**
1.1 Increase consistency in Multi-Tiered System of Supports (MTSS) practices and the standardization of data utilization and protocols across the district.	● Added three additional ½ days for Collaborative Data Meetings ● Establish district-wide protocols for reviewing and using Data (Potential Collaboration with MTSS Consultant) ● Identify data resources and data points to use throughout the district for intervention and monitoring of student progress.
1.2 Expand and implement Universal Design for Learning (UDL) Framework districtwide (WPS UDL Plan FY23-FY30)	● Review UDL - Representation (September) ● Introduce UDL Building Based Exploration of *Action & Expression* ● Implementation of new elementary science curriculum which embeds the UDL Framework - Open SciEd

Goal 2: Assess our organizational structures to ensure equitable learning environments for all of our students.	
Initiatives	**Action Plan FY27**
2.1 Conduct the MSBA Feasibility Study process examining: *overall district elem programming *potential consolidations *grade level configurations *geographic assignment of students	● Participate in a vision committee to accomplish the following: 1. Establish an instructional framework that prioritizes student autonomy and well-being through flexible daily schedules and inquiry-based learning tailored to elementary developmental stages. 2. Optimize the physical learning environment by envisioning learning and inclusion spaces that directly support collaborative teaching and the district's pedagogical vision (See 2.3 Portrait of a Learner below). ● Consult and Collaborate with Superintendent on geographic assignment of students (redistricting)
2.3 Develop a district-wide Portrait/Vision of the Learner/Graduate	● Work within Leadership Team to develop PreK-12 Vision of a Learner ● Connect high-level traits like complex problem solving and global citizenship to our SPIRIT core values. (e.g. Students "persevere" when working on math story problems). ● Foster communication and collaboration through hands-on learning activities with the new science curriculum. ● Integrate the Wayfinder social-emotional learning program throughout the school day to link to portrait traits such as empathy, adaptability, and integrity. ● Use growth mindset language to foster resilience. ● Build student agency by fostering reflection in daily work.

Goal 3 : Prioritize mental health and wellness for all of our students and staff by exploring strategies to minimize academic and or social emotional “pressure valves” that negatively impact performance.	
Initiatives	**Action Plan FY27**
3.2 **Increase** the effectiveness of how student progress is communicated to students and families	● Report Card Committee - ELEM ● Seek Feedback from Stakeholders ● Standards Review Committee - Staff & Administration
3.4 Develop targeted goals for students and staff to determine appropriate balance between digital and non-digital learning tools including recommendations for typical engagement around screen usage)	● Develop guidelines with with district leaders and staff regarding the amount of technology usage ● Propose District-Wide Gr. 5 Book Study using Amazing Generation in Grade 5 (related to Anxious Generation) - Research based on the impact of screen time and alternatives to technology.

FY26 - Accomplishment/Progress on Initiatives FY26 Grades 3-5

- Reviewed information from Equity Audit with staff / Need to concentrate more on data collection and analysis, the district added 3 additional half-days to review school data in FY27
- Implemented new IEP and 504 platforms
- Continued training staff in UDL strategies - Representation and Engagement
- Report Card team established and has developed a draft for an updated Report Card, we will continue to meet and work on a district wide timeline
- Provided additional time during staff/curriculum meetings to allow grade level teams to work collaboratively to plan for EL, Wayfinder, and other curriculum areas
- Implemented PE / Health two days a week
- Utilized Wayfinder Lessons (Social Emotional Learning) at each grade level, the majority of the staff used Wayfinder as a professional practice goal or a student learning goal.