

INDEPENDENT SCHOOL DISTRICT 659  
REGULAR SCHOOL BOARD MEETING  
Monday, November 10, 2014, 7:00 PM  
Northfield High School, Media Center

**AGENDA**

- I. Call to Order
- II. Agenda Changes / Table File
- III. Public Comment  
This is an opportunity for members of the school district to address the Board. You are requested to do so from the podium. After being recognized by the chair, each individual will identify himself/herself and the group represented, if any. He/She will then state the reason for addressing the Board. To insure that all individuals have a chance to speak, speakers will be limited to one three-minute presentation. Please know that this is not a time to debate an issue, but for you to make your comments.
- IV. Approval of Minutes
- V. Announcements and Recognitions
- VI. Items for Discussion and /or Reports.
  - 1. Presentation by Dr. Bryan Hoff – A later start to the school day and its impact on adolescent health.
  - 2. School and Site Improvement Plan Presentations – Northfield High School and Community Services.
- VII. Superintendent's Report
  - A. Items for Individual Action
    - 1. Resolution Canvassing the Results of the November 4, 2014, School Board Election.
    - 2. Resolution Authorizing Issuance of Certificates of Election and Directing School District Clerk to Perform Other Election Related Duties.
    - 3. American Education Week Proclamation.
  - B. Items for Consent Grouping
    - 1. Personnel Items.
- VIII. Items for Information
  - 1. Enrollment Report – November 2014
- IX. Future Meetings  
Monday, November 24, 2014, 7:00 PM, Regular School Board Meeting, Northfield High School Media Center  
Monday, December 8, 2014, 7:00 PM, Regular School Board Meeting, Northfield High School Media Center
- X. Adjournment

# NORTHFIELD PUBLIC SCHOOLS

## MEMORANDUM

Monday, November 10, 2014, 7:00 PM  
Northfield High School Media Center

TO: Members of the Board of Education  
FROM: L. Chris Richardson, Ph. D., Superintendent  
RE: Explanation of Agenda Items for the November 10, 2014, School Board Meeting

- I. Call to Order
- II. Agenda Changes / Table File
- III. Public Comment
- IV. Approval of Minutes  
Minutes of Regular School Board meeting held on October 27, 2014, are enclosed for your review and comment.
- V. Announcements and Recognitions
- VI. Items for Discussion and / or Reports
  1. Presentation by Dr. Bryan Hoff – A later start to the school day and its impact on adolescent health.
  2. Site Improvement Plan Presentations – Northfield High School and Community Services.  
On Monday night Northfield High School and Community Services will present their site improvement plans to the Board. The presentation will include a progress report on the goals set for the 2013-14 school year as well as the new goals set for the 2014-15 school year.
- VII. Superintendent's Report
  - A. Items for Individual Action
    1. Resolution Canvassing the Results of the November 4, 2014, School Board Election.  
The School Board election was held on November 4. We are recommending that the Board adopt the Resolution Canvassing Returns of Votes of the School District's General Election as enclosed. (At the time of the mailing of this packet of materials, the District has not yet received from Rice, Goodhue and Dakota Counties the Abstract and Return of Votes Cast. The Abstract will be distributed in the table file.)  
  
**Superintendent's Recommendation:** Motion to approve the adoption of the Resolution Canvassing Returns of Votes of the School District's General Election as presented.
    2. Resolutions Authorizing Issuance of Certificates of Election and Directing School District Clerk to Perform Other Election Duties.  
The Board is asked to adopt the Resolution Authorizing Issuance of Certificates of Election and Directing the School District Clerk to Perform Other Election Related Duties as enclosed.  
  
**Superintendent's Recommendation:** Motion to adopt of the Resolution Authorizing Issuance of Certificates of Election and Directing the School District Clerk to Perform Other Election Related Duties as presented.
    3. American Education Week Proclamation.  
American Education Week is November 16 – 22, 2014. The following are the events being planned in recognition of the 93rd annual observance of American Education Week. Both events are co-sponsored by the Northfield Education Association (NEA).
      - Retired Educators Luncheon, November 17 at the Northfield Community Resource Center (NCRC).

- Staff Appreciation Breakfast, November 26 at the Northfield Middle School. Highlights will include recognition of those employees who have reached years of service milestones with the district, as well as the NEA's presentation of the "Teacher of the Year," "Education Assistant of the Year" and "Friend of Education" awards.

**American Education Week Proclamation**

WHEREAS, public schools are the backbone of our democracy, providing young people with the tools they need to maintain our nation's precious values of freedom, civility and equality; and

WHEREAS, by equipping young Americans with both practical skills and broader intellectual abilities, schools give them hope for, and access to, a productive future; and

WHEREAS, education employees--be they custodians or teachers, bus drivers or librarians--work tirelessly to serve our children and communities with care and professionalism; and

WHEREAS, schools are community linchpins, bringing together adults and children, educators and volunteers, business leaders, and elected officials in a common enterprise;

NOW THEREFORE, the Northfield Public Schools Board of Education does hereby proclaim November 16 – 22, 2014, as the 93rd annual observance of American Education Week.

**Superintendent's Recommendation:** Motion to approve the American Education Week Proclamation as presented.

B. Items for Consent Grouping

**Superintendent's Recommendation:** Motion to approve the following items listed under the Consent Grouping.

1. Personnel Items.

a. Appointments\*

1. Nichte-Ha Calvario Castillo, Targeted Services Student Site Assistant at Sibley for 1.5 hours/day (M-Th) beginning 11/3/2014 – 04/16/2015; \$8.39/hour.
  2. Zach Greenlund, SpecEd EA-PCA (Bus) at Longfellow for 1.4 hours/day (M-Th-F) beginning 11/04/2014 – 06/05/2015; Step 1, \$13.73/hour.
  3. Nina Mattson, Targeted Services PLUS Club Leader at Sibley for 1 hour/day (M-Th) beginning 11/04/2014 – 04/16/2015; \$18.68/hour.
  4. Diane Minske, Long-Term Substitute Child Nutrition Associate at the Middle School for 3.75 hours/day beginning 11/04/2014 – 01/30/2015; \$15.21/hour.
  5. Justine Tramontana, Assistant Girls Basketball Coach at the High School beginning 11/17/2014 – 03/21/2015; Level E, Step 1.
- a) Event Workers: Lindsay Byhre and Nancy Sparby

b. Increase/Decrease/Change in Assignment

1. Mary Jo Arndt, Parent Educator at the NCRC, change to up to 8 hours/week beginning 09/02/2014.
2. Lindsey Downs, Kindergarten Teacher at Sibley Elementary, add Targeted Services PLUS Program Teacher at Sibley for approximately 1.25 hours/day (M-Th) beginning 11/03/2014 – 04/16/2015; Year 7 - \$27.73/hour.
3. Cheryl Dueffert, Second Grade Teacher at Greenvale Park Elementary, add Targeted Services PLUS Teacher at GVP for 1.25 hours/day (one day/week) beginning 11/04/2014 – 04/16/2015; Year 1 - \$27.11/hour.
4. Rachael Hudson, Middle School Musical Co-Director beginning 10/30/2014 – 12/12/2014; Level I, Step 2 (3/5 of Stipend).
5. Tyler Hudson, Middle School Musical Co-Director beginning 10/30/2014 – 12/12/2014; Level I, Step 2 (2/5 of Stipend).
6. Anne Larson, Second Grade Teacher at Greenvale Park, add Targeted Services PLUS Program Teacher at Greenvale Park for approximately 1.25 hours/day (one day/week) beginning 11/03/2014 – 04/16/2015; Year 1 - \$27.11/hour.

7. Brittney Neset, GenEd EA at the HS, add PLUS Site Assistant at Sibley (change from BW) for 1.5 hours/day (M-Th) beginning 10/27/2014 – 04/16/2015; Step 1, \$11.67/hour.
  8. Heather Olivier, Orchestra Teacher at the HS/MS, add Orchestra Activity (co-curricular) at the Middle School, Level G, Step 7.
  9. Gretel Ryan, KidVentures Student Site Assistant at Bridgewater, add PLUS Student Site Assistant at Bridgewater for 1.5 hours/day (M-TH) beginning 10/28/2014 – 04/16/2015; \$8.39/hour.
  10. Carina Zick, SpecEd EA-PCA at Sibley for 6.75 hours day, add GenEd EA-Supv. at Sibley for .42 hours/day (6.75 hours/day to 7.17 hours/day) beginning 11/17/2014.
- c. Leaves of Absence
1. Barb Brunette, Family/Medical Leave of Absence extended through 11/12/2014.
  2. John Mahal, Unpaid Leave of Absence beginning beginning ASAP for the 2014-2015 school year.
  3. Brianna Spittle, Family/Medical Leave of Absence extended to 12/01/2014.
- d. Resignations / Retirement
1. Darren Corbin, Winter Weight Room Coach at the High School, resignation effective 10/31/2014.
  2. Arlette Nelson, Child Nutrition Manager at Bridgewater Elementary, retirement effective 03/23/2015.
  3. Tom Sola, Winter Weight Room Coach at the High School, resignation effective 11/03/2014.
  4. Bob Sullivan, Winter Weight Room Coach at the High School, resignation effective 11/03/2014.

\* Conditional offers of employment are subject to successful completion of a criminal background check.

VIII. Items for Information

1. Enrollment Report – November 1, 2014.

IX. Future Meetings

Monday, November 24, 2014, 7:00 PM, Regular School Board Meeting, Northfield High School Media Center  
Monday, December 8, 2014, 7:00 PM, Regular School Board Meeting, Northfield High School Media Center

X. Adjournment

# NORTHFIELD PUBLIC SCHOOLS

## School Board Minutes

School Board Minutes

October 27, 2014

Northfield High School Media Center

- I. Call to Order  
Board Vice Chair Julie Pritchard called the Regular meeting of the Northfield Board of Education to order at 7:00 PM. Iverson was absent.
- II. Agenda Changes / Table File  
The table file was added.
- III. Public Comment  
There was no one.
- IV. Approval of Minutes  
On a motion by Fossum, seconded by Maple, minutes of the Regular School Board meeting held on October 13, 2014, were unanimously approved.
- V. Announcements and Recognitions
  - Northfield High School's Science Teacher Dr. Pat Riley presented "green chemistry" at an Ed MN workshop October 16 and 17. The name of his workshop was "How to Create a Non-Toxic Classroom and Home."
  - Lights on After School Events were held on October 23<sup>rd</sup> at Greenvale Park and the Middle School. Approximately 60 Middle School students and 150 Greenvale Park students and family members participated in a wide range of activities.
  - Superintendent Richardson shared Minnesota statistics of the percentage of students who need to take remedial classes in college. Northfield's percentage was the lowest at 9%.
- VI. Items for Discussion and / or Reports
  1. School Improvement Plan Presentation – Sibley Elementary School.  
Sibley RtI coaches Becky Gainey and Tania Will and Principal Scott Sannes presented Sibley's school improvement plan. Principal Sannes began by reviewing Sibley's 2013-2014 student achievement goals by showing MCA and MAP Reading and Math scores. He also shared the impact and benefits of shifting from spring to spring to fall to fall MAP testing as well as MAP's decision to provide average grade level score targets instead of individual student score targets. Progress on Sibley's climate goals were illustrated through the spring 2014 parent survey results. 2014-2015 Literacy, Math, English Learner and Climate goals were then highlighted. Ms. Gainey and Ms. Will looked ahead to the 2014-2015 school year by telling the Board how Sibley intends to achieve those goals through strong core teaching, flexible learning groups, interventions, supporting diverse needs, and creatively offering reading support. Short videos on the work of each grade level PLC were also shared with the Board.
- VII. Superintendent's Report
  - A. Items for Individual Action  
There were no items for individual action.
  - B. Items for Consent Grouping  
On a motion by Maple, seconded by Fossum, the Board unanimously approved the Consent Grouping.
    1. Updated List of Co-Curricular Overnight Trips for 2014-2015.  
The updated list of co-curricular overnight trips for the 2014-2015 school year was approved. The addition is Girls Golf on April 17-18 in Lake City.

2. Personnel Items.

a. Appointments\*

1. Kathryn Bakke, SpecEd Education Assistant-PCA at Bridgewater for 6.75 hours/day beginning 10/23/2014 – 06/05/2015; SpecEd Step 1, \$13.73/hour.
2. Erik Burton, Community Services Recreation Flag Football Coach and Recreation Substitute beginning 9/4/2014 – 05/31/2015; \$10.50/hour.
3. Tony Daza, CS Community Evening School Site Assistant at Greenvale Park Elementary for 2 hours/day, 2 days/week beginning 10/21/2014 – 06/06/2014; Step 1, \$11.67/hour.
4. Jamie Forbord, SpecEd Education Assistant-PCA at Bridgewater for 6.75 hours/day beginning 10/23/2014 – 06/05/2015; SpecEd Step 3, \$14.58/hour.
5. Quinn Line, KidVentures Student Site Assistant at GVP for up to 2.5 hours/day beginning 10/27/2014; \$8.39/hour.
6. Jeff Pesta, Assistant Nordic Ski Coach at the High School beginning 11/10/2014 – 02/12/2015; Level G, Step 1.
7. Mark Thatcher, Assistant Nordic Ski Coach at the High School beginning 11/10/2014 – 02/12/2015; Level G, Step 1.
8. Justine Tramontana, SpecEd Education Assistant-PCA at Bridgewater for 6.75 hours/day beginning 10/24/2014 – 06/05/2015; SpecEd Step 1, \$13.73/hour.
9. Alisa Jamshidi, SpecEd EA-PCA at the Middle School for 5.75 hours/day beginning 10/27/2014 – 06/05/2015; SpecEd Step 1, \$13.73/hour.
10. Michael Kopp, Community Services Recreation Staff beginning 10/27/2014 – 05/31/2015; \$8.50/hour.
11. Betty Schultz, Long-Term Substitute Child Nutrition Associate I at the High School for 3 hours/day beginning 10/31/2014 – 01/30/2015; \$15.21/hour.
12. Event Workers – Activities & Athletics: Kathy Clark, Paul Eddy, Elizabeth Schmidt, Daniel Taylor and Bob Vanderhoof.

b. Increase/Decrease/Change in Assignment

1. Michelle Cole, Rice County Assistant Family Services Collaborative Coordinator for 30 hours/week, change to Family Services Collaborative Coordinator for 40 hours/week beginning 10/31/2014.
2. Vanessa Grave, KidVentures Site Leader for 29.5 hours/week, add GenEd EA (Supv) at Bridgewater for 2 hours/day beginning 10/27/2014 – 06/05/2015; GenEd Step 6, \$15.12/hour.
3. Cindy Keogh, KidVentures Site Assistant at Sibley for 14.5 hours/week, change to KidVentures Site Assistant at Bridgewater for 19.75 hours/week beginning 10/20/2014.
4. Anne Larson, Second Grade Teacher at Greenvale Park, add Targeted Services PLUS Program Teacher at Greenvale Park for approximately 1.25 hours/day (two days/week) beginning 10/10/2014 – 10/30/2014. (Change from MS to GVP)
5. Darren Lofquist, Second Grade Teacher at Bridgewater, add Student Council Advisor at Bridgewater beginning 09/02/2014; Level K, Step 1 (50% Stipend).
6. Kristy Malecha, Education Assistant at Greenvale Park for 7 hours/day, add Targeted Services Club Leader at GVP for approximately 1.25 hours/day, 2 days/week beginning 11/04/2014 – 12/18/2014.
7. Rustianna Mechura, Child Nutrition Associate/KidVentures Site Assistant at Bridgewater, add PLUS Site Lead at Bridgewater for 1.5 hours/day (M-Th) beginning 11/04/2014 – 04/16/2015.
8. Nicki Pulju, KidVentures Site Assistant at Bridgewater for 21 hours/week, change to KidVentures Site Assistant at Greenvale Park for 21 hours/week beginning 10/20/2014.
9. Kathy Sandberg, Rice County Family Service Collaborative Coordinator for 40 hours/week, change to Assistant Family Services Collaborative Coordinator for 30 hours/week beginning 10/31/2014.
10. Katherine Woodstrup, Visual Arts Teacher at Bridgewater, add PLUS teacher at Bridgewater for 1.25 hours/day (M-Th) beginning 11/04/2014 – 04/16/2015; add Student Council Advisor at Bridgewater beginning 09/02/2014; Level K, Step 1 (50% Stipend).

11. Sara Anderson, Fifth Grade Teacher at Bridgewater, add Targeted Services PLUS Teacher for 1.25 hours/day (M-Th) beginning 11/04/2014 – 04/16/2015; Year 2, \$27.11/hour.
  12. Brittany Laue, SpecEd EA-PCA at Longfellow for 3.93 hours/day, add SpecEd Bus EA-PCA for 1.75 hours/day (28.39 hours/week total) beginning 09/29/2014 – 06/05/2014.
  13. Mauricio Lozada, GenEd EA at the MS for 6.75 hours/day, add PLUS Site Lead at Sibley for 1.5 hours/day (M-Th) beginning 10/27/2014 – 04/16/2015; Step 2, \$14.85/hour.
  14. Kristy Malecha, GenEd EA (Supv. .5)/SpecEd EA-PCA (6.5) at Greenvale Park, change to GenEd EA (Supv) at GVP for 1.5 hours/day and SpecEd EA-PCA for 5.5 hours/day (7.0 hours/day total) beginning 10/23/2014.
  15. Carolyn Manderfeld, SpecEd EA-PCA at Sibley for 6.75 hours/day, change to SpecEd EA-PCA at Sibley for 6.75 hours/day and GenEd EA for .17 hours/day (6.92 hours/day total) beginning 09/22/2014 – 06/05/2015.
  16. LaDonna Miller, GenEd EA (Supv-Inst.) for 6.75 hours/day at Greenvale Park, change to GenEd EA at GVP for 5.25 hours/day and SpecEd EA-PCA for 1.5 hours/day (6.75 hours/day total) beginning 10/23/2014.
  17. Brittney Neset, GenEd EA at the HS for 6.00 hours/day, add PLUS Site Assistant at Bridgewater for 1.5 hours/day (M-Th) beginning 10/27/2014 – 04/16/2015; Step 1, \$11.67/hour.
  18. Amy Pantze, SpecEd EA-PCA at Greenvale Park for 6.5 hours/day, change to GenEd EA at GVP for .5 hours/day and SpecEd EA-PCA for 6.0 hours/day (6.5 hours/day total) beginning 10/23/2014.
  19. Micah Schultz, Classroom Instructor at the ALC, add BLAST Teacher at the Middle School for 1.25 hours/day (3 days/week) beginning 11/04/2014 – 04/16/2015; Year 1, \$27.11/hour.
  20. Linda Wasner, SpecEd EA-PCA at Longfellow for 6.5 hours/day, add SpecEd Bus EA-PCA for .67 hours/day (7.17 hours/day total) beginning 09/29/2014 – 06/05/2014.
- c. Leaves of Absence
1. Barb Brunette, Family/Medical Leave of Absence extended through 10/24/2014.
  2. Colleen Hohrman, Unpaid Leave of Absence beginning 10/13/2014 – 11/28/2014.
- d. Resignations / Retirement
1. Paul Bernhard, Student Council Advisor at Bridgewater, resignation effective 09/02/2014.
  2. Brittany Ellerbusch, Student Council Advisor at Bridgewater, resignation effective 09/02/2014.
  3. Christine Lee, GenEd EA at Bridgewater, declined employment effective 10/14/2014.
  4. Melissa Larsen, Knowledge Masters Advisor at the Middle School, resignation effective 10/13/2014.
  5. Mary E. Beck, Classroom Teacher at Sibley – retirement effective 11/26/2014.
- \* Conditional offers of employment are subject to successful completion of a criminal background check.

VIII. Items for Information

1. Reception for Commended National Merit Scholars – Monday, November 10 at 6:15 PM, High School, Upper Cafeteria.

There are three Commended Scholars. They are Evan Pak, Alexander Battiste and Benjamin Andrew.

IX. Future Meetings

Monday, November 10, 2014, 6:15 PM, Reception for Commended National Merit Scholars, High School, Upper Cafeteria  
Monday, November 10, 2014, 7:00 PM, Regular School Board Meeting, Northfield High School Media Center  
Monday, November 24, 2014, 7:00 PM, Regular School Board Meeting, Northfield High School Media Center

X. On a motion by Stratmoen, seconded by Nelson, the Board adjourned at 8:26 PM.

Noel Stratmoen  
School Board Clerk

**From:** Chris Richardson  
**To:** Board of Education  
**Date:** 8/11/2014 08:52 AM  
**Subject:** Request from Dr. Bryan Hoff

Dear Board Members,

Dr. Bryan Hoff contacted me several weeks ago and asked if he could meet with me concerning school start times and share with me the information he received at a recent conference on sleep issues for adolescent students. His desire is to see the start times for secondary students moved back from 7:50 to at least 8:30 or 8:45 each morning. We talked about the transportation difficulties with flipping start times for elementary and secondary schools in districts like Northfield which have a single tier bus system. A single tier system means that all elementary and secondary students from the country are picked up at the same time to keep transportation costs down. I shared that the districts he had heard about at the conference were running 2 or 3 tier systems that pick up elementary, middle school and high school students separately and so can easily flip which students are picked up first or last because extra buses are already in place. I told Dr. Hoff that the cost of moving to a multi-tier system would be approximately \$900,000 and that I was not comfortable shifting that level of resources in order to start school later for secondary students.

Dr. Hoff understood my concerns and I indicated that I understood the research on adolescent sleep patterns and the positive impacts of having secondary students start school later. I also told him that we had received positive feedback from secondary students and parents about the Wednesday late starts for PLCs. He then proposed that we consider moving the start time back for all students so that secondary students would start school between 8:30 and 8:45 and elementary students would start school between 9:05 and 9:20. He felt this would avoid having to modify the bus system or increase busing costs. We talked about several issues with parent schedules, child care, away games, athletic activities and practice.

I suggested that he develop a narrative that I could share with the Board along with a bibliography of articles and research on the topic of later school starts for adolescents. I told him that I would share this information with you for your consideration. My suggestion would be that you review these materials and if you have interest in discussing this further as a Board that you contact Ellen with your thoughts. If she feels there is enough interest in further discussion, we can schedule time at a Board meeting to do so. If there is not sufficient interest, then Dr. Hoff has had an opportunity to share his ideas.

If you have questions please don't hesitate to contact me.

Thanks,

Chris



## **Request to Consider Later Start Times – Dr. Bryan Hoff**

### **Later school start times: What you want to know when discussing the Benefits and the Risks for making change**

#### **Benefits:**

Major findings after a 2014 landmark 3-year research project on later start times

- Academic performance in Math, English, Science, plus performance on state and national achievement tests showed positive improvement with later start times of 8:35AM or later.
- Tardiness and attendance rates showed positive improvement with later start times of 8:35AM or later
- Teens getting less than 8 hours of sleep reported significantly higher depression symptoms, greater use of caffeine and are at greater risk for making poor choices for substance abuse
- Car crashes for teens ages 16-18 was significantly reduced when one school shifted start times from 7:35AM to 8:55AM

Wahlstrom, K., Dretzke, B., Gordon, M., Edwards, K., & Gdula, J. (2014) *Examining the Impact of Later School Start Times on the Health and Academic Performance of High School Students: A multisite Study*. Center for Applied Research and Educational Improvement. St Paul, MN: University of Minnesota. (This was funded by the CDC)

**Risks** – There are none that have been found through research but common concerns seen in districts when they are evaluating school times

- Busing schedules (From financial/district point of view)
- After school activities
- Parents of elementary kids concerned about bus times
- Teacher's resistance

**A short discussion:** It has become more and more clear that it is in the best interest of our adolescents to start school later in the morning. Biologically they are increasingly not sleepy until later in the evening, leading to reduced sleep times when combined with earlier start times. By starting school later we are giving our teenagers more total time for sleep with all of its associated benefits. There was a landmark paper that came out in February 2014 from the University of Minnesota about the benefits of a later high school start time. It is from this and the many individual studies before that we can piece together the total benefit and importance of having later start times. This study showed that kids do not stay up later but are able to increase their minimum total sleep by 35 minutes or more (depending on how much later school is starting). This may not seem like much but when studies show it is critical to get over 8 hours of sleep to avoid unhealthy behaviors and further studies show students average less than 8 hours then every minute counts. I think for those who are not sure how later start times will affect academics, then the health consequences should grab their attention. We know that

people, not just adolescents, have better behavioral regulation when they have adequate sleep. Therefore more sleep should mean classrooms with less conflict, homes with less conflict. But more importantly, **car crash data is clear about a decrease in accidents with an increase in total sleep.** This is easy to understand as any new driver has been shown to be at higher risk for accidents, now make them sleepy and the risk increases even more. As society is more aware of the dangers of driving drowsy the DOT is making commercial drivers test for sleep apnea when at risk because adult studies have shown driving drowsy is equivalent to driving under the influence. Finally, Arne Duncan, our Secretary of Education is supportive of later times and there are more and more districts making the change

**How do we choose the start time?** First, the average time for an adolescent to go to bed is 10-11PM. They need a minimum of 8 hours sleep and the goal is 9 hours, so that would mean a wake up time of approximately 7AM. They get 30 minutes to wake up, eat and get ready, so 7:30AM would be the earliest bus stop time. The longest bus is about 1-1:15 hours long and you add that to 7:30 AM and you get a start time of 8:35-8:45AM ideally for middle and high school. My suggestion is 8:45AM, with Bridgewater starting approx 25 minutes later.

**So what is holding us back?** Details. Any time you look to make changes to the school structure it has intended and unintended consequences and in general people are reluctant to make changes. The question asked is – “This was never an issue previously why do we need to make changes?” We know more now and so changes come from new information. The biggest areas of concern seen by making a change are typically around transportation and how parents and faculty deal with a new schedule. In Northfield we have a single tier busing system that affects our ability to make any scheduling changes. This single tier system is to cover a large geographical area and has been shown to be the most efficient and cost effective. Northfield will not be able to change this except at great cost. However, we can change start times if we move the whole system to a new start time for High School and Middle School of 8:40 or 8:45AM. We can see the benefits without making any changes to our current busing system. No additional monies would need to be appropriated. This brings us to secondary issues that are important to work through. Like what about the parent that starts work up in the Cities at an early time? How does this affect after-school activity? Finally, our staff will be affected as their start and end times will be quite different now. In speaking with the former Superintendent of Edina Kenneth Dragseth (Edina was an early adopter of later high school start time) about obstacles he felt that all of the aforementioned problems are solvable, but it takes adjustment. It is important that we have programs for parents who need child care earlier in the day. However, a later school start may mean less alone time for kids after school. Coaches will adjust with practices shifting later. Gym time remains an issue. An interesting statistic Dr. Dragseth gave was that only 2 of over 30 systems have gone back to their previous schedules thus pointing out that most schools like the change and see benefit. There was concern about kids and afterschool jobs and when researchers looked at it, later start times did not affect most employers as they do not need their employees until after 4PM.

I have put together some information in the following pages around the themes of the Risks and benefits and the research behind it. Almost all the material is found in Dr Wahlstrom's Study. There are some websites listed at the end that have much of the same material. Finally, there is a site put together by the very same sleep professionals to give information to other sleep professionals that I have used -y ou can have access to this as well. It can be used as a guide for more information if one wants to look more in depth.

**There are clear academic parameters affected by sleep. General consensus indicates that good sleep has a positive relationship on academic outcomes.**

### **Sleep appears to help with encoding memories and learning**

1. Carskadon, M.A. (2011a). Sleep's effects on cognition and learning in adolescence. *Progress in Brain Research*, 190, 137-143. doi: 10.106/B978-0-444-53817-8.00008-6
2. Payne, J. D. (2011). Learning, memory, and sleep in humans. *Sleep Medicine Clinics*, 6, 15-30. doi: 10.1016/j.jsmc.2010.12.005
3. Tononi, G., & Cirelli, C. (2013, August). Perchance to prune. *Scientific American*, 34-39.

### **Sleep affects the ability to pay attention**

1. Beebe, D. W. (2011). Cognitive, behavioral, and functional consequences of inadequate sleep in children and adolescents. *Pediatrics Clinics of North America*, 58, 649-665. doi: 10.1016/j.pcl.2011.03.002
2. Beebe, D. W., Rose, D., & Amin, R. (2010). Attention, learning, and arousal of experimentally sleep-restricted adolescents in a simulated classroom. *Journal of Adolescent Health*, 47, 523-525. doi: 10.1016/j.jadohealth.2010.03.005

**If students do not get enough sleep there is more difficulty understanding material and students will struggle more to complete an assignment**

1. Gillen-O'Neel, C., Huynh, V. W., & Fuligni, A. J. (2013). To study or to sleep? The academic costs of extra studying at the expense of sleep. *Child Development*, 84, 133-142. doi: 10.1111/j.1467-8624.2012.01834.x

### **When school start times are pushed back there is an increase in sleep and an increase in attendance and a decrease in tardies**

1. Drake, C., Nickel, C., Burduvali, E., Roth, T., Jefferson, C., & Badia, P. (2003). The pediatric daytime sleepiness scale (PDSS): Sleep habits and school outcomes in middle-school children. *SLEEP*, 26, 455-458. Retrieved from: <http://www.journalsleep.org/>
2. Wahlstrom, K. (2002). Changing times: Findings from the first longitudinal study of later high school start times. *NASSP Bulletin*, 86(633), 3-21. doi: 10.1177/019263650208663302

### **There is a correlation between sleep and GPA**

1. Perkinson-Gloor, N., Lemola, S., & Grob, A. (2013). Sleep duration, positive attitude toward life, and academic achievement: The role of daytime tiredness, behavioral persistence, and school start times. *Journal of Adolescence*, 36, 311-318. doi: 10.1016/j.adolescence.2012.11.008
2. Carrell, S.E., Maghakian, T., & West, J.E. (2011). A's from Zzzz's? The causal effect of school start time on academic achievement of adolescents. *American Economic Journal: Economic Policy*, Vol. 3, (3), pp. 62-81.

### **Math grades are more related to the amount of sleep**

1. Ng, E. P., Ng, K., & Chan, K. C. (2009). Sleep duration,, wake/sleep symptoms, and academic performance in Hong Kong secondary school children. *Sleep Breath*, 13, 357-367. doi: 10.1007/s11325-009-025505

### **Why is sleep so important and how much does a teenager need?**

Dr Wahlstrom showed that there is on average decreased sleep on weekdays and increased sleep on week-ends with differences up to 3 hours a night between the two. This is felt to be due to early school start times restricting sleep (time in bed). Schools starting at 8:30 AM or later allow more than 60% of students to get greater than 8 hours of sleep.

1. Wahlstrom, K., Dretzke, B., Gordon, M., Edwards, K., & Gdula, J. (2014) *Examining the Impact of Later School Start Times on the Health and Academic Performance of High School Students: A multisite Study*. Center for Applied Research and Educational Improvement. St Paul, MN: University of Minnesota

2. Wahlstrom, K., Dretzke, B., Gordon, M., Edwards, K., & Gdula, J. (2014). *Examining the Impact of Later School Start Times on the Health and Academic Performance of High School Students: A multisite Study*. Center for Applied Research and Educational Improvement. St Paul, MN: University of Minnesota

### **8 hours a night is a critical point in whether high school students engage in unhealthy behaviors.**

1. McKnight-Eily, L. R., Eaton, D. K., Lowry, R., Croft, J. B., Presley-Cantrell, L., & Perry, G. S. (2011). Relationships between hours of sleep and health-risk behaviors in US adolescent students. *Preventive Medicine*, 53, 271-273. doi:10.1016/j.ypmed.2011.06.020

### **Adolescents need 9-9.5 hours of sleep ideally but on average students get less than 8 hours on school nights**

1. Carskadon, M. A. (2011b). Sleep in adolescents: The perfect storm. *Pediatrics Clinics of North America*, 58, 637-647. doi: 10.1016/j.pcl.2011.03.003
2. Carskadon, M. A., Wolfson, A. R., Acebo, C., Tzischinsky, O., & Seifer, R. (1998). Adolescent sleep patterns, circadian timing, and sleepiness at a transition to early school days. *SLEEP*, 21, 871-881. Retrieved from: <http://www.journalsleep.org/>
3. Dexter, D., Bijwadia, J., Schilling, D., & Applebaugh, G. (2003). Sleep, sleepiness, and school start times: A preliminary study. *Wisconsin Medical Journal*, 102(1), 44-46. Retrieved from: <https://www.wisconsinmedicalsociety.org/professional/wmj/>
4. Elisasson, A., Eliasson, A., King, J., Gould, B., & Eliasson, A. (2002). Association of sleep and academic performance. *Sleep and Breathing*, 6, 45-48. doi: 10.1007/s11325-002-0045-9
5. Wahlstrom, K. (2002). Changing times: Findings from the first longitudinal study of later high school start times. *NASSP Bulletin*, 86(633), 3-21. doi: 10.1177/019263650208663302

### **When school times are pushed later, students go to bed at the same time but due to a later start time have increased total sleep**

1. Veda, Ø., Saxvig, I. W., & Wilhelmsen-Langeland, A. (2012). School start time, sleepiness and functioning in Norwegian adolescents. *Scandinavian Journal of Educational Research*, 56, 55-67. doi: 10.1080/00313831.2011.567396

2. Wahlstrom, K. (2002). Changing times: Findings from the first longitudinal study of later high school start times. *NASSP Bulletin*, 86(633), 3-21. doi: 10.1177/019263650208663302
3. Carskadon, M. A., Wolfson, A. R., Acebo, C., Tzischinsky, O., & Seifer, R. (1998). Adolescent sleep patterns, circadian timing, and sleepiness at a transition to early school days. *SLEEP*, 21, 871-881. Retrieved from: <http://www.journalsleep.org/>

### **There is a decrease in motor vehicle accidents with later high school start times.**

- Reaction times improve in kids with increased sleep.

1. Lufi, D., Tzischinsky, O., & Hadar, S. (2011). Delaying school starting time by one hour: Some effects on attention levels in adolescents. *Journal of Clinical Sleep Medicine*, 7, 137-143. Retrieved from: <http://www.aasmnet.org/JCSM/>

- Lower quality of sleep increases prevalence of self-reported accidents

1. Pizza, F., Contardi, S., Antognini, A. B., Zagoraiou, M., Borrotti, M., Mostacci, B., Mondini, S., & Cirignotta, F. (2010). Sleep quality and motor vehicle crashes in adolescents. *Journal of Clinical Sleep Medicine*, 6, 41-45. doi: 10.1177/1099800411408414Center for Applied Research and Educational Improvement 56 University of Minnesota

- DMV reports increased accident rates in one city with earlier high school start time compared to another city with later high school start times

1. Vorona, R. D., Szklo-Coxe, M., Wu, A., Dubik, M., Zhao, Y., & Ware, J. C. (2011). Dissimilar teen crash rates in two neighboring southeastern Virginia cities with different high school start times. *Journal of Clinical Sleep Medicine*, 7, 145-151. Retrieved from: <http://www.aasmnet.org/JCSM/>

-This is a study out of Kentucky where the one high school in the county changed to a later start time and there crash data for the county showed a sig decrease in the county for 16-18 year olds whereas every other county in the state showed an increase during that same time.

- <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2603528/>

-In the study done by Dr Wahlstrom looking at several high schools, the two schools with the longest drive areas had clear reductions in crashes. It is felt with more sleep there are fewer errors due to drowsiness combined with inexperienced drivers. To be fair there was one county in Minnesota that showed an increase in crash data after a school went to a later start time but it is hard to know if those students involved in the crashes were going to the school being observed (St Louis Park).

## **Health consequences of reduced sleep**

Mental health and behavioral challenges: there is an increase in depression and more difficulty in regulating emotion with lack of sleep

## **High Risk behavior is seen:**

Teens with decreased total sleep are more likely to smoke, use marijuana, drink alcohol and engage in sex.

1. McKnight-Eily, L. R., Eaton, D. K., Lowry, R., Croft, J. B., Presley-Cantrell, L., & Perry, G. S. (2011). Relationships between hours of sleep and health-risk behaviors in US adolescent students. *Preventive Medicine*, 53, 271-273. doi:10.1016/j.ypmed.2011.06.020
2. Dahl, R. E., & Lewin, D. S. (2002). Pathways to adolescent health: Sleep regulation and behavior. *Journal of Adolescent Health*, 31, 175-184. doi: 10.1016/S1054-139X(02)00506-2

## **Attention improves with increased sleep**

1. Beebe, D. W., Rose, D., & Amin, R. (2010). Attention, learning, and arousal of experimentally sleep-restricted adolescents in a simulated classroom. *Journal of Adolescent Health*, 47, 523-525. doi: 10.1016/j.jadohealth.2010.03.005
2. Lufi, D., Tzischinsky, O., & Hadar, S. (2011). Delaying school starting time by one hour: Some effects on attention levels in adolescents. *Journal of Clinical Sleep Medicine*, 7, 137-143. Retrieved from: <http://www.aasmnet.org/JCSM/>

## **Total Sleep time plays a role in emotional regulation**

1. Dahl, R. E. (1999). The consequences of insufficient sleep for adolescents: Links between sleep and emotional regulation. *Phi Delta Kappan*, 80, 354-359. Retrieved from: <http://www.kappanmagazine.org/>

## **There is decreased depression**

1. Harvey, A. G., Alfano, C. A., & Clarke, G. (in press). Mood disorders. In A. R. Wolfson & H. E. Montgomery-Downs (Eds.), *The Oxford Handbook of Infant, Child, and Adolescent Sleep and Behavior* (515-531). Ontario, Canada: Oxford University Press.

## **From previous schools who made changes to a later start time**

### **Challenges**

- Busing
- Parents of elementary kids
- After school activities, typically coaches
- Teachers

### **Common reasons used for not changing times—**

- The problems seen are about parents just getting their kids to bed earlier so they can get the proper amount of sleep
- I used to do it
- This will prepare them for the work world
- I don't want my child on the bus in the dark
- Less time with family? Was reported in one article but I could not find it again, so not a common complaint

**March 24<sup>th</sup> US News and World report** – “Later high school start times a challenge for districts” – is a story about the challenge and the change in logistics of transportation in a big city; <http://www.usnews.com/education/blogs/high-school-notes/2014/03/24/later-high-school-start-times-a-challenge-for-districts>

**A google search did not come up with a website or advocate for not changing times when looking under later high school start times, Pros and cons of later high school start times**

### **Other resources**

- National Sleep foundation: <http://sleepfoundation.org/sleep-news/background-later-school-start-times>
- <http://www.startschoolslater.net>
- <https://teensleephealth.spaces.com>
- [http://en.wikipedia.org/wiki/Start\\_School\\_Later\\_movement](http://en.wikipedia.org/wiki/Start_School_Later_movement)  
CDC has information on their website as does DOT  
[http://www.cdc.gov/media/subtopic/matte/pdf/2011/teen\\_sleep.pdf](http://www.cdc.gov/media/subtopic/matte/pdf/2011/teen_sleep.pdf)  
<http://www.fmcsa.dot.gov/newsroom/remarks-sleep-apnea-and-trucking-conference>



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2. Beebe, D. W. (2011). Cognitive, behavioral, and functional consequences of inadequate sleep in children and adolescents. *Pediatrics Clinics of North America, 58*, 649-665. doi: 10.1016/j.pcl.2011.03.002
3. Beebe, D. W., Rose, D., & Amin, R. (2010). Attention, learning, and arousal of experimentally sleep-restricted adolescents in a simulated classroom. *Journal of Adolescent Health, 47*, 523-525. doi: 10.1016/j.jadohealth.2010.03.005
4. Cain, N., & Gradisar, M. (2009). Electronic media use and sleep in school-aged children and adolescents: A review. *Sleep Medicine, 11*, 735-742. doi: 10.1016/j.sleep.2010.02.006.
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9. Carskadon, M. A. (2011b). Sleep in adolescents: The perfect storm. *Pediatrics Clinics of North America, 58*, 637-647. doi: 10.1016/j.pcl.2011.03.003
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15. Dahl, R. E., & Lewin, D. S. (2002). Pathways to adolescent health: Sleep regulation and behavior. *Journal of Adolescent Health*, 31, 175-184. doi: 10.1016/S1054-139X(02)00506-2
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## 2013-14 Site Progress Report and 2014-15 Site Improvement Plan Northfield High School

### Site Vision Statement:

- Empowering learners; Discovering purpose

### Site Statement of Collective Commitments:

- Engage students in curricular and co-curricular activities that support their passions and encourage the development of independent thought.
- Inspire learners to be confident, responsible learners.
- Motivate students in a safe environment that inspires them to be contributing members of our society.

### Site Improvement Team Members:

- Lisa Battaglia, Jeanne Hanzlik, Shari Karlsrud, Joni Karl, Jaci McKay, Kyle Eastman, Karna Hauck, Joel Leer, Rachel Hoffelt

Reviewed by Staff:

Signature

A handwritten signature in cursive script, appearing to read 'Kathleen Kopseng', written over a horizontal line.

Date

10/15/14

Final Approval by  
Site Improvement Team:

Signature

A handwritten signature in cursive script, appearing to read 'Jaci McKay', written over a horizontal line.

Date

10/15/14

Final Approval by  
Superintendent:

Signature

A handwritten signature in cursive script, appearing to be a stylized 'J' followed by a horizontal line, written over a horizontal line.

Date

10/20/14

### Northfield High School

#### Site Improvement Objective: #1

##### Site Improvement Objective:

- Northfield HS will have in place a building wide systematic intervention plan that meets the instructional needs of our students at their instructional level.

New/Continuing Objective: Continuing    Length of Objective: 3 years    Which Year: 3

##### District or DEPAC Strategy/Strategies Supported:

Strategic Plan Quality Education - We will hire and retain highly qualified educators and provide them with ongoing support and training to deliver high quality instruction that meets the unique needs of all learners.

Strategic Plan Curricular Outcomes - We will implement a consistent, comprehensive and challenging set of curricular outcomes that reach and engage all learners.

DEPAC 2013-14 Teaching and Learning - The District will continue the implementation of a system of academic and behavioral interventions (RtI) at the elementary level, and begin implementing that system at the secondary level in 2013-14.

##### Measurable Evidence of Need:

- 7% of students at Northfield High School failed a class or more during the 2012-13 school year.

##### Student SMART Achievement Goal:

- We will demonstrate increased proficiency for all students in the essential learning of all content areas with an increase from 93% to 94% as measured by passing rates in each discipline's assessments by June 2014.

**2013-14 Action Plan Completion Details:**

Task No.	Tasks	Done	Not Done	Evidence of Completion if Completed
1	Academy Program	x		Passing rate for Academy students remained constant w/ 12-13 rates.
2	Structured Study Centers	x		SSC were in place and focused on increasing passing rates.
3	Seminar 10	x		In place.
4	Read 180	x		In place. Two sections
5	PBIS	x		Training completed; implementation ready for '14-15
6	TORCH	x		Ongoing program.
7	After School Help	x		In place.
8	SST	x		Weekly meeting; log of students helped
9	Writing Center	x		In place.
10	Cram Jam	x		Complete.
11	Reading 10/11	x		Both courses completed.
12	Data given to PLCs and Teachers		x	

**Which of these steps were especially powerful:**

- TORCH continues to have a significant impact on our first generation, low-income, and EL students.
- PBIS training and preparation has us poised for a comprehensive implementation in '14-15.
- Reading 10/11, while worthwhile, lead us to redesign the reading model for '14-15 as a push-in model similar to EL push-in.

**What implications do this year's results have for 2014-15:**

- #12 was not completed, but preparation was laid for use of much deeper data (ala MTSS staffing) in '14-15. This, while not "powerful" in '13-14, is most exciting for '14-15.

## 2013-14 Site Progress Report

### Northfield High School

Site Improvement Objective: #2

Site Improvement Objective: To Improve School Climate

New/Continuing Objective: Continuing    Length of Objective: 3 years    Which Year: 3

District or DEPAC Strategy/Strategies Supported:

Strategic Plan Climate - We will create and strengthen an environment that fosters mutual respect, responsibility and rigor, and ensures the right to physical, emotional and intellectual safety for every person.

Measurable Evidence of Need:

- Spring 2013 Data indicates that 21% (123) students believe they have fewer than 1 or 0 connections here at the HS. From the same survey, 11% (61) students believe that there is no place in the building they felt they belonged.

Student SMART Achievement Goal:

- We will increase student connections so that 81% of students indicate they have 2 or more connections to staff.
- We will increase student connections so that 91% of students indicate there is a place where they belong at NHS.
- We will improve school climate so that 90% of students indicate they are “very satisfied” or “satisfied” as a student at Northfield High School.

2013-14 Action Plan Completion Details:

Task No.	Tasks	Done	Not Done	Evidence of Completion if Completed
1	Fall Student Survey	X		Survey results
2	Spring Student Survey	X		Survey results
3	Student Connections Checklist	X		Checklist Results
4	PBIS Training	X		Training Completed
5	PRIDE Group	X		Multiple meetings and activities completed
6	Respect Retreat	X		Completed in December
7	Class Meetings	X		Completed



**Which of these steps were especially powerful:**

- PBIS Training – laying the groundwork for a consistent, methodical approach to student behavior
- Student Survey & Connections Checklist – really require us to look at ourselves and be honest about our connections with kids.

**What implications do this year's results have for 2014-15:**

- We have work to do in closing the gap between our understanding of student connections and what a connection is for students.

## Northfield High School

## 2014-15 Site Continuous Improvement Plan

### Site Improvement Objective: #1

**Site Improvement Objective:** Northfield HS MTSS team will look at MAP, MCA, academic achievement, and other data to identify students they will support and create classroom interventions that will increase the students' academic progress.

**New/Continuing Objective:** New **Length of Objective:** 1 Year **Which Year:** Year 1 of 1

### District or DEPAC Strategy/Strategies Supported:

DEPAC 2014-15 Teaching and Learning - Staff will teach the standards of instruction by utilizing authentic assessment and grading while implementing multi-tiered systems of support to meet the needs of all students.

DEPAC 2014-15 Student Services - The District will refine the implementation of the MTSS model, which includes RtI, PBIS, and Social Emotional Learning.

**Measurable Evidence of Need:** 9% of NHS students failed a class or more during the 2013-14 school year.

**Student SMART Achievement Goal:** 94% of NHS students, and 80% of NHS students identified for intervention by MTSS staff, will pass all their classes during the 2014-15 school year.

### 2014-15 Action Plan Details:

Task No.	Task to be Completed	Begin Date	End Date	Assigned to	Resources Reallocated Time/\$/Materials	Monitoring Dates	Monitoring Indicators
1	Summer Meeting w/ MTSS staff	8/14	8/14	Principal	Time for meeting	8/14	Planning meeting done
2	MTSS Coaches will look at data to create list of students who will receive added support	9/14	10/14	MTSS Coaches; Admin	Meeting time; Viewpoint.	10/14	List complete
3	MTSS Coaches will track progress of identified students through formative and summative assessments	10/14	6/15	MTSS Coaches	MTSS Coaches are allotted 8 hrs/wk & 16 hrs/wk for intervention and assessment	Quarterly	Log of interventions
4	MTSS Coaches will analyze year-end data to determine success of MTSS intervention system.	6/15	6/15	MTSS Coaches	Weekly time allotted	6/15	Written summary of student growth

## 2014-15 Site Continuous Improvement Plan

### Northfield High School

Site Improvement Objective: #2

Site Improvement Objective: To improve school climate

New/Continuing Objective: New Length of Objective: 3 Years Which Year: 1st

District or DEPAC Strategy/Strategies Supported:

Strategic Plan Climate - We will create and strengthen an environment that fosters mutual respect, responsibility and rigor, and ensures the right to physical, emotional and intellectual safety for every person.

DEPAC 2014-15 Student Services - The District will refine the implementation of the MTSS model, which includes RtI, PBIS, and Social Emotional Learning.

DEPAC 2014-15 Student Services - The District will foster school connectedness amongst students, families, and staff promoting mutual respect and responsibility to enhance engagement.

Measurable Evidence of Need:

1. During the 2013-14 school year:
  - a. Only 16% of NHS staff felt that expected behaviors were taught directly.
  - b. Only 1/3 believed problem behaviors were defined clearly.
  - c. Only 8% believed distinctions between office & classroom managed behaviors were clear.

Student SMART Achievement Goal:

1. 90% of staff will use the 3 keys or Minor Incident Report (MIR).
2. 95% of students and staff surveyed in June 2015 will identify the 3 keys or the behavior statement.
3. 80% of staff will feel expected behaviors are taught directly.
4. 80% of staff will believe problem behaviors are defined clearly.
5. 70% of staff will believe the distinctions between office and classroom managed behaviors are clear.

**2014-15 Action Plan Details:**

Task No.	Task to be Completed	Begin Date	End Date	Assigned to	Resources Reallocated Time/\$/Materials	Monitoring Dates	Monitoring Indicators
1	Complete PBIS Training	8/14	6/15	PBIS team	Subs; Mileage to training; time	6/15	Training complete
2	Create PBIS Implementation Videos	8/14	6/15	Joe Jorgensen	Technology; time	6/15	Videos complete and shown to school
3	Complete Matrix Signage	9/14	10/15	L Sand	Paper, printing, lamination supplies, time	10/15	Posters completed and displayed
4	Create MIR & 3 Keys QR code and form	8/14	8/14	PBIS Team	Time; tech support	8/14	Forms & Code available to staff
5	Order PBIS “incentives”	8/14	6/15	L Sand	\$; time	6/15	Incentives available and distributed
6	PBIS team will collect and analyze data	6/15	6/15	L Sand; C Duba	Time	6/15	Report to principal

## 2014-15 Site Continuous Improvement Plan

### Northfield High School

Site Improvement Objective: #3

Site Improvement Objective: To provide the flexibility necessary for all secondary Professional Learning Communities to set meaningful goals that reflect their area of teaching expertise.

New/Continuing Objective: New Length of Objective: 3 Years Which Year: 1st

District or DEPAC Strategy/Strategies Supported:

Strategic Plan Quality Education - We will hire and retain highly qualified educators and provide them with ongoing support and training to deliver high quality instruction that meets the unique needs of all learners.

Strategic Plan Curricular Outcomes - We will implement a consistent, comprehensive and challenging set of curricular outcomes that reach and engage all learners.

DEPAC 2014-15 Teaching and Learning - Staff will teach the standards of instruction by utilizing authentic assessment and grading while implementing multi-tiered systems of support to meet the needs of all students.

Measurable Evidence of Need: 9% of students 9-12 failed a class or more in 2014-15.

Student SMART Achievement Goal: We will demonstrate increased proficiency for each student in the essential learning of content areas as measured by either passing rates or common assessments selected by Professional Learning Communities. As a result, 94% of students 9-12 will pass all their classes.

2014-15 Action Plan Details:

Task No.	Task to be Completed	Begin Date	End Date	Assigned to	Resources Reallocated Time/\$/Materials	Monitoring Dates	Monitoring Indicators
1	Weekly PLC Meetings	9/14	6/15	All Staff	Time; late start	Monthly	Meeting minutes; PLC documentation
2	Progress Checks	1/15	6/15	All Staff	Time	1/15; 6/15	Evidence of Practice Completed
3	End of Year DIF List	6/15	6/15	Admin	Time	2/quarterly	Report to Principal



## 2013-14 Site Progress Report and 2014-15 Site Improvement Plan Community Services Division

**Site Vision Statement:** Northfield Public Schools Community Services Division supports the learning and participation of adults and children in our community through citizen involvement, access to school and community resources, and promotion of collaboration and partnerships.

**Site Statement of Collective Commitments:**

Northfield Public Schools Community Services Division is committed to:

- Lifelong Learning
- Maximizing Community and School Resources
- Maximizing Community and School Facilities
- Promoting Collaboration and Partnerships
- Citizen Involvement

**Site Improvement Team Members:**

Claudia Kinville	Niki Kolb	Linda Oto
Melissa Bernhard	Sara Line	Erin Bailey
Brianne Barrett	Judy Becker	Mary Hansen
Sara Boran	Katie Valek	

Reviewed by Staff:

Signature

Date

10/14/2014

Final Approval by

Site Improvement Team:

Signature

Date

10/14/14

Final Approval by

Superintendent:

Signature

Date

10/20/14

## 2013-14 Site Progress Report

### Community Services

#### Site Improvement Objective: #1

**Site Improvement Objective:** Support the Northfield Promise (Collective Impact Initiative) in the community that will focus on supporting ALL Northfield youth from cradle to career.

**New/Continuing Objective:** Continuing    **Length of Objective:** 3 years    **Which Year:** Year 2 of the plan

**District or DEPAC Strategy/Strategies Supported:** Communications/Partnerships, Curricular Outcomes, Diversity

Strategic Plan Communications/Partnerships - We will build and strengthen bridges of open communication that engage staff, students, families and communities as effective partners in education.

Strategic Plan Curricular Outcomes - We will implement a consistent, comprehensive and challenging set of curricular outcomes that reach and engage all learners.

Strategic Plan Diversity - We will implement plans and practices that foster full participation by all learners and that address issues that include, but are not limited to, race, gender, culture, religion, sexual orientation, language, disabilities and socio-economic factors.

#### Measurable Evidence of Need:

1. Locally, the Northfield Promise initiative is being led by the Northfield Healthy Community Initiative, of which the school district is a partner.
2. Collective Impact has gained a great deal of attention due to the measureable results communities have seen.
3. The Early Childhood Initiative Coalition is convening the action team around one benchmark.

#### 2013-14 Action Plan Completion Details:

Task No.	Tasks	Done	Not Done	Evidence of Completion if Completed
1	Community Services Director serves on the Healthy Community Initiative (HCI) Collective Impact steering committee.	x		Community Services Director has attended the monthly Collective Impact Steering Committee meeting since July 1, 2012.
2	CSD staff facilitates action around "Ready for K" benchmark.	x		Community Services Director has facilitated a monthly "Ready for K" action team meeting since March 2014. The Early Childhood Coordinator, Ventures Coordinator and Community Services Director are members of this action team.
3	Community Services Division (CSD)			On October 17, 2013, Erin Bailey and Linda Oto presented on the Northfield

	staff presents on the Northfield Promise at the Mentoring Partnership of MN fall conference.	x		Promise (collective impact initiative) at the Mentoring Partnership of Minnesota Fall Conference.
4	Additional staff serving on action teams.	x	x	Our goal was to have five staff serving on two action teams. We currently have three staff (Bailey, Line and Barrett) serving on the "Ready for K" action team. Based on the Council of Champions determination of the order of action teams formed and the pace of forming these teams, the additional teams are not formed yet.
5	Implement "cradle to career" focused enhancements and/or expansions in program areas.	x		<ul style="list-style-type: none"> <li>• Middle School Science Olympiad specific to grades 6 - 8 focusing on STEM enhancements. Community participation included a civic work-study group of Carleton students who worked one-on-one with middle school students getting them ready for the competitions. Northfield did well in the competition phase and even won the "Spirit Award" for their teamwork and great attitude.</li> <li>• GEMS (Girls Exploring Math and Science) Club continued at both Sibley and Greenvale Park Elementary Schools last fall, and 4 scholarships were offered</li> <li>• In addition to offering 'Home Alone' classes which have been very well attended (full classes) to help promote safety and good judgment at home and first aid concepts in children between the ages of 8 - 10, we also offered American Red Cross Babysitting courses for children ages 10.5 - 17 years of age. This is a certification course which prepares young students to properly care for younger children and infants and to apply basic first aid and CPR concepts if needed in an emergency situation.</li> <li>• We offered a "My BEST Selfie" Photo Art camp this summer which was well received and focused on building confidence, honor and respect in Middle School girls through mixed media collage projects incorporating their own self portraits.</li> <li>• The Adventure Mania series has paired a literacy component with outdoor activities.</li> </ul>
6	Implement expanded Early Childhood Family Education (ECFE) programming to the most at-risk children.	x		<ul style="list-style-type: none"> <li>• ECFE continued outreach program at Greenvale Place with 11 families registered and 16 children attending.</li> <li>• Jefferson Square outreach has been moved and families are being served at drop-in classes at the NCRC on Fridays with an average of 20 children attending each week.</li> <li>• ECFE hosted a baby shower at the NCRC for new mothers.</li> <li>• ECFE hosted four special events focused on literacy or math: October 28 – PJ story night with 12 families attending</li> </ul>



				January 24 – Movie/Literacy night with 15 families attending February 24 – Family game night (math) with 4 families attending February 25 – Mary Bleckwehl literacy event with 12 families attending
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**Which of these steps were especially powerful:** The development and facilitation of the “Ready for K” action team has put significant emphasis on early learning and has allowed for organizations and staff serving this age group to meet on a regular basis.

**What implications do this year’s results have for 2014-15:**

1. Continue to have the Community Services Director serve on the Collective Impact steering committee.
2. Continue to work to provide outreach services and early learning scholarships to at-risk families with children ages birth to 5 years old.
3. Determine action teams for Community Services staff members and continue to implement “cradle to career” focused enhancements in program areas.
4. Continue to increase community collaborations and partnerships with new organizations.

## 2013-14 Site Progress Report

### Community Services

#### Site Improvement Objective: #2

**Site Improvement Objective:** To successfully implement security enhancements at the Northfield Community Resource Center and within Community Services Division programs.

**New/Continuing Objective:** Continuing    **Length of Objective:** 3 years    **Which Year:** Year 1 of the plan

**District or DEPAC Strategy/Strategies Supported:** Stewardship, Climate, Communications/Partnership

Strategic Plan Stewardship - We will consistently demonstrate good stewardship by analyzing information, prioritizing needs and managing our financial, physical and human resources to support our mission.

Strategic Plan Climate - We will create and strengthen an environment that fosters mutual respect, responsibility and rigor, and ensures the right to physical, emotional and intellectual safety for every person.

Strategic Plan Communications/Partnerships - We will build and strengthen bridges of open communication that engage staff, students, families and communities as effective partners in education.

#### **Measurable Evidence of Need:**

1. Every participant deserves to feel safe in Community Services programs.
2. Every instructor deserves to feel safe in Community Services programs.

#### **2013-14 Action Plan Completion Details:**

Task No.	Tasks	Done	Not Done	Evidence of Completion if Completed
1	In conjunction with the City of Northfield, implement security improvements at the Northfield Community Resource Center (NCRC) building.		x	Management of the NCRC moved from the City of Northfield to the NCRC building partners in May. Due to this change taking place, we were not able to move forward on our monitoring indicators.
2	Develop security plans for CSD programs.	x		Please see security plan included with this document. This document was shared with program staff.
3	Conduct NCRC building security in-service for CSD staff.	x		All district staff participated in security training on November 26, 2013. Also, on November 26, 2013, CSD staff at the NCRC participated in a building security in-

				service.
4	Develop NCRC shared building directory.	x		An NCRC directory has been developed and is available on Google Docs for all NCRC personnel to access.

**Which of these steps were especially powerful:**

1. The development of the security plan allowed for coordinators to share security needs across program areas and reach out to other communities to learn how they handle security concerns.

**What implications do this year's results have for 2014-15:**

1. While the change in NCRC building management did not allow us to complete our monitoring indicators, it does allow us to move forward with our goals this year.
2. The development of the security plan allows us to work on detailed needs in program areas.
3. We continue to reflect that the NCRC is a unique building which poses some security issues that are different from school district owned buildings.

## Northfield Public Schools Community Service guidelines for after school and weekend users of buildings and fields

**CALLING TREE: STEP 1 - Call your Program Coordinator or Head Custodian for specific school first:**

**Head Custodians:**

High School - Mark Harder	Cell Phone Number: 612.695.6701	Office: 507.663.0617
Middle School - Steve Hill	507.581.3616	507.663.0652
Bridgewater Elementary - Ron Oeltjenbruns	507.213.9192	507.664.3317
Greenvale Park Elementary - Keith Novaha	507.581.1102	507.645.3515
Sibley Elementary - Daniel Warner	507.291.4922	507.645.3480
Longfellow School - John Taylor	612.598.0644	507.645.1217
NCRC - Jay Grossman (8 a.m. - 12 p.m.)	612-735-3799	Chris Ekern (after-hours) 651-492-2664 (c)

**THE COMMUNITY SERVICES**

**COORDINATOR FOR YOUR PROGRAM IS:**

**NAME: Niki Kolb CELL: 612-247-1582**

**YOU ARE HERE:**

**Northfield Community Resources Center**  
1651 Jefferson Parkway  
Northfield, MN 55057

**CALLING TREE: STEP 2 - If your Program Coordinator or Head Custodian cannot be reached, then proceed to calling numbers below:**

**Administration:**

District Mechanical Engineer - Jim Pasch	612.282.1630	507.663.0610
Director of Grounds & Buildings - Paul Bell	612.282.8770	507.663.0610
Community Services Director - Erin Bailey	507.304.1622	507.664.3652

**OTHER EMERGENCY NUMBERS:**

Emergency:	911
Northfield Dispatch:	507.645.4477
Northfield Hospital:	507.646.1000
Northfield Firehouse:	507.645.4255

Crisis	Severe Weather/ Tornado	Fire or Smoke	Evacuation Bomb Threat or Gas Leak	Medical	Suspicious Person Dangerous intruder, violence in schools
What if you discover the crisis?	<p>If a tornado/severe thunderstorm WATCH has been issued</p> <ul style="list-style-type: none"> <li>-Bring all participants in the building</li> <li>-Close all windows</li> </ul> <p>If a tornado/severe thunderstorm WARNING has been issued</p> <ul style="list-style-type: none"> <li>- move all staff and participants to the nearest severe weather shelter (see map on the back of this form for directions).</li> <li>-Instruct everyone to be in a "tuck" position.</li> </ul>	<ul style="list-style-type: none"> <li>-Pull Fire Alarm</li> <li>-Call 911</li> <li>-Evacuate students/staff to safe area a minimum of 100 feet away from building, following evacuation route if possible</li> </ul>	<p><b>Bomb Threat:** DON'T use cell phones, radios or the fire alarm system because of risk of activating the device during a bomb threat**</b></p> <ul style="list-style-type: none"> <li>-Evacuate students/staff to a safe area, at least a ½ mile away from building, following evacuation route, if possible.</li> <li>- Call 911 from cell phone once evacuated.</li> <li>- Call / notify custodian once evacuated.</li> </ul> <p><b>Gas Leak:</b></p> <ul style="list-style-type: none"> <li>- pull any fire alarm which is located away from gas leak area as you are evacuating at least a ½ mile away from building.</li> </ul>	<ul style="list-style-type: none"> <li>- Call 911</li> <li>- Give full attention to the victim</li> <li>- Do not move a person who is ill or injured unless he/she is in immediate danger of further injury</li> <li>- Check breathing</li> <li>- Help stop bleeding</li> <li>- Check for vital signs</li> <li>- Comfort the victim</li> </ul>	<ul style="list-style-type: none"> <li>-Lock Doors</li> <li>-Call 911</li> <li>-Call head custodian</li> </ul>
What notice is given?	<ul style="list-style-type: none"> <li>-Tornado Sirens Outside</li> <li>-Possible PA announcement if school office is open.</li> </ul>	<ul style="list-style-type: none"> <li>-Fire Alarm</li> <li>-Possible PA announcement if school office is open.</li> </ul>	<p><b>Bomb Threat:</b></p> <ul style="list-style-type: none"> <li>- messenger or land-line</li> </ul> <p><b>Gas Leak:</b></p> <ul style="list-style-type: none"> <li>- fire alarm which is located away from gas leak area.</li> </ul>		<ul style="list-style-type: none"> <li>-Possible notification from office or custodian</li> <li>-May not have any notice given</li> </ul>

Crisis	Severe Weather/Tornado	Fire or Smoke	Evacuation Bomb Threat or Gas Leak	Medical	Suspicious Person Dangerous intruder, violence in schools
<b>Instructor and Community Use</b>	<ul style="list-style-type: none"> <li>-take attendance</li> <li>-keep group together</li> <li>-supervise participants and keep them calm</li> </ul>	<ul style="list-style-type: none"> <li>-take class roster with</li> <li>-Shut off lights and close door</li> <li>-take attendance after evacuation</li> <li>-supervise students, keep them together and calm</li> </ul>	<ul style="list-style-type: none"> <li>- when evacuating leave everything as-is. Leave room doors unlocked, take phone off hook.</li> <li>-take class roster and emergency information with</li> <li>- scan classrooms and common areas for suspicious items.</li> <li>- isolate people who have been exposed to chemical/biological substance to prevent contamination.</li> <li>- Don't touch switches</li> <li>- Don't use cell phone until after having evacuated the building.</li> <li>-take attendance after evacuation.</li> <li>-supervise students, keep them together and calm.</li> </ul>	<ul style="list-style-type: none"> <li>- Ask another adult to maintain control of onlookers</li> <li>- Ask another adult to move participants to another location</li> </ul>	<ul style="list-style-type: none"> <li>-Move students quietly and quickly away from windows and doors</li> <li>-Have students hide or be as invisible as possible</li> <li>-Pull shades</li> <li>-Turn off lights</li> <li>-Do not allow anyone to leave the room for any reason</li> <li>-Keep students quiet</li> <li>-Turn all cell phones off</li> <li>-Take attendance</li> <li>-Ignore all alarms, bells, knocks</li> <li>-Wait for all clear signal</li> </ul>
<b>What do I do afterwards?</b>	<ul style="list-style-type: none"> <li>-Remain in shelter area, including after normal dismissal time, until the warning expires or until emergency personnel have issued an "all clear" signal.</li> </ul>	<ul style="list-style-type: none"> <li>*Do not reenter buildings until fire or law enforcement personnel declare them safe</li> <li>-May move students to primary relocation center if weather is inclement, building is damaged or if directed by an emergency responder</li> <li>-Call Head Custodian, CE director</li> </ul>	<ul style="list-style-type: none"> <li>*Do not re-enter buildings until fire or law enforcement personnel declare them safe.</li> <li>- Call the contact person on the roster and initiate pick-up procedure at new location.</li> <li>-Call Head Custodian, CE director</li> </ul>	<ul style="list-style-type: none"> <li>- Remain to assist emergency medical personnel with pertinent information about the incident.</li> <li>- Call victim's parents, guardians, or family</li> <li>- Call CE Director</li> </ul>	<ul style="list-style-type: none"> <li>-After all clear is sounded, resume regular activities</li> <li>-Call CE Director</li> </ul>
<b>Outdoor Activities and Events</b>  <b>Cont...</b> <b>If time does not permit:</b> <ul style="list-style-type: none"> <li>- Locate shelter and take cover</li> <li>- If no shelter is present, find a low lying area or ditch and lie down in the duck position</li> </ul> <b>When lightning exists:</b> <ul style="list-style-type: none"> <li>- Seek shelter immediately</li> <li>- When no shelter is present, utilize staff vehicles</li> <li>- NO activity may resume until there has been 30 minutes of absolutely no lightning</li> </ul>	<b>A weather watch is in effect:</b> <ul style="list-style-type: none"> <li>- Call Coordinator</li> </ul> <b>A weather warning is in effect:</b> <ul style="list-style-type: none"> <li>- Locate nearest shelter and take cover from elements</li> <li>- Call Head Custodian to get access to locked district buildings if applicable.</li> <li>- Call Recreation Coordinator and/or CE Director</li> <li>- Use rosters to reach the contact person for each child and initiate a pick-up procedure</li> <li>- If a safer shelter is desired, transport participants in staff vehicles(Community Services if time allows) and have parents pick up there.</li> </ul>	<ul style="list-style-type: none"> <li>- Quickly move away from the smoke or fire</li> <li>- Call 911 and alert personnel</li> <li>- Contact recreation coordinator/CE director about continuing with class in a different area</li> </ul>	<b>Threat to nearby school/building:</b> <ul style="list-style-type: none"> <li>- Quickly move students far away from the area in threat (at least a ½ mile)</li> <li>- Call recreation coordinator</li> <li>- Call CE Director</li> <li>- Call the contact person on the roster and initiate pick-up procedure at new location</li> </ul>	Follow steps as listed above	<ul style="list-style-type: none"> <li>- Get away</li> <li>- Call 911</li> <li>- Run to a safe place (nearby home, business, school)</li> <li>- Call CE Director</li> <li>- Call contact on roster and initiate pick-up procedure</li> </ul> <p>If a suspicious person is desiring to pick up a participant, the person on the roster for that participant must be called. Staff should call 911 if the person is agitated. Staff may need to distract and calm the suspicious person while waiting for back-up.</p>

## 2013-14 Site Progress Report

### Community Services

#### Site Improvement Objective: #3

Site Improvement Objective: Engage the Ventures childcare sites in a continuous improvement model.

New/Continuing Objective: Continuing    Length of Objective: 3 years    Which Year: Year 2 of the plan

District or DEPAC Strategy/Strategies Supported: Communications/Partnership, Curricular Outcomes, Diversity

#### Measurable Evidence of Need:

1. Research supports that programs that operate in a strategic, continuous improvement design are more effective.
2. In today's market, parents seek valid assurance of high quality program standards.

#### 2013-14 Action Plan Completion Details:

Task No.	Tasks	Done	Not Done	Evidence of Completion if Completed
1	Review assessment models and choose one to meet the needs of the Ventures childcare sites and the Middle School Youth Center (MSYC).	x		The Youth Program Quality Assessment (YPQA) was selected to be used by Ventures childcare sites and the Middle School Youth Center (MSYC).
2	Administer assessments in the fall and spring.	x		<p>For Ventures</p> <ul style="list-style-type: none"> <li>- Nov. 6 – All KidVentures staff were trained by watching a webinar on how to implement YPQA.</li> <li>- Nov. 13 – K. Valek went over the YPQA forms and trained staff for assessing their sites.</li> <li>- Nov. 13 – Jan 15 – Site Leaders assessed their sites. Fall assessment.</li> <li>- Mar. 15 – 30 – Site Leaders assessed their sites. Spring assessment.</li> </ul> <p>For MSYC</p> <ul style="list-style-type: none"> <li>- Nov. 14 – Site Leader trained</li> <li>- Dec. 2 – 10 – Site Leader and Youth Development Coordinator assessed site. Fall assessment.</li> <li>- Apr. 28 – May 6 – Site Leader and Youth Development Coordinator</li> </ul>

				assessed site. Spring assessment.
3	Determine and implement plan for ongoing continuous improvement in Ventures program and MSYC.	x		<p>For Ventures</p> <ul style="list-style-type: none"> <li>- Jan. 15 – Reviewed fall site assessments.</li> <li>- Jan. 15 – 29 – Planned for improvements at each site.</li> <li>- Jan. 29 – K. Valek met with Site Leaders to plan for implementing improvements.</li> <li>- Jan. 29 – Mar. 1 – Made improvements at sites based on the assessment process.</li> <li>- Apr. 1 – May 30 – Reviewed site assessments and improvements</li> <li>- June 9 – Trained all staff on topics that were highlighted as needing improvement in the assessment phase. Training covered engagement, emergency preparedness, interactions and belonging.</li> </ul> <p>For MSYC</p> <ul style="list-style-type: none"> <li>- Dec. 12 – Reviewed fall assessment.</li> <li>- Dec. 17 – Site Leader and Youth Development Coordinator developed plan for improvements.</li> <li>- Jan. 23 – Feb. 20 – Made improvements at site.</li> <li>- May 8 – Reviewed <u>spring</u> assessment.</li> </ul>
4	Determine appropriateness of continuous improvement model for use in other CSD program areas.	x		The YPQA model will be used to assess the PLUS program in each elementary school. The Recreation Coordinator and Enrichment Coordinator will continue to survey participants at the end of each program.

**Which of these steps were especially powerful:**

1. Using the same assessment tool across multiple program areas allows for many trained staff. In addition, collaboration happens among programs.
2. Great improvements were made as a result of the site assessments.

**What implications do this year's results have for 2014-15:**

1. We will continue to fine tune the use of YPQA to make it most effective for our programs.
2. Continuing to have regular assessments allows us to have ongoing improvement.
3. We will to share the results of our improvements with our participants.

## 2014-15 Site Continuous Improvement Plan

### Community Services

#### Site Improvement Objective: #1

**Site Improvement Objective:** Support the Northfield Promise (Collective Impact Initiative) in the community that will focus on supporting ALL Northfield youth from cradle to career.

**New/Continuing Objective:** Continuing    **Length of Objective:** 3 years    **Which Year:** year 3 of the plan

**District or DEPAC Strategy/Strategies Supported:** Communications/Partnerships/ Curricular Outcomes, Diversity

Strategic Plan Communications/Partnerships - We will build and strengthen bridges of open communication that engage staff, students, families and communities as effective partners in education.

Strategic Plan Curricular Outcomes - We will implement a consistent, comprehensive and challenging set of curricular outcomes that reach and engage all learners.

Strategic Plan Diversity - We will implement plans and practices that foster full participation by all learners and that address issues that include, but are not limited to, race, gender, culture, religion, sexual orientation, language, disabilities and socio-economic factors.

#### Measurable Evidence of Need:

1. Locally, the Northfield Promise initiative is being led by the Northfield Healthy Community Initiative, of which the school district is a partner.
2. Collective Impact has gained a great deal of attention due to the measureable results communities have seen.
3. The Early Childhood Initiative Coalition is convening the action team around one benchmark

#### 2014-15 Action Plan Details:

Task No.	Task to be Completed	Begin Date	End Date	Assigned to	Resources Reallocated Time/\$/Materials	Monitoring Dates	Monitoring Indicators
1	CSD Director serves on the HCI Collective Impact steering committee	Aug. 15, 2014	On-going	E. Bailey	Time	Sept. 1, Oct. 1, Nov. 1, Dec. 1, Jan. 1, Feb. 1, Mar. 1, Apr. 1, May 1, June 1, July 1	- Director on HCI Steering Committee



2	CSD staff facilitates action team around "Ready for K" benchmark	Aug. 1, 2014	On-going	E. Bailey S. Line B. Barrett	Time Money	Sept. 1, Oct. 1, Nov. 1, Dec. 1, Jan. 1, Feb. 1, Mar. 1, Apr. 1, May 1, June 1, July 1	<ul style="list-style-type: none"> <li>- Develop theory of change with initial contributing indicators</li> <li>- Administer Child-at-a-Glance to incoming kindergarteners</li> <li>- Work with Data Team to compile and review data collected from Child-at-a-Glance forms</li> <li>- Conduct monthly meetings</li> <li>- Present updates at the winter and spring meetings of the Council of Champions</li> </ul>
3	CSD Director attends the Strive National Conference	Oct. 15, 2014	Oct. 17, 2014	E. Bailey	Time	Oct. 17	<ul style="list-style-type: none"> <li>- Attend Strive National Conference</li> </ul>
4	Expand early learning scholarships to the most at-risk children	Sept. 1, 2014	On-going	S. Line E. Bailey	Time Money	Sept. 1, Oct. 1, Nov. 1, Dec. 1, Jan. 1, Feb. 1, Mar. 1, Apr. 1, May 1, June 1, July 1	<ul style="list-style-type: none"> <li>- Host meeting with local referral sources to increase the number of low-income children utilizing early learning scholarships</li> <li>- Support 10 additional low-income children attending preschool</li> <li>- Support 500 children/families attending parent/family events during the year</li> <li>- Purchase curriculum for wrap-around childcare</li> <li>- Host two meetings among early childhood teachers and kindergarten staff</li> </ul>

5	Additional staff serving on action teams	Sept. 1, 2014	On-going	L. Oto S. Line B. Barrett N. Kolb M. Bernhard C. Kinville E. Bailey	Time	Sept. 30, Dec. 30, Mar. 30, June 30	- 5 staff participate in action teams around at least 2 benchmarks - Report to CSD staff at monthly staff meetings
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## 2014-15 Site Continuous Improvement Plan

### Community Services

Site Improvement Objective: #2

Site Improvement Objective: To successfully implement security enhancements at the Northfield Community Resource Center and within Community Services Division programs.

New/Continuing Objective: Continuing    Length of Objective: 3 years    Which Year: year 2 of the plan

District or DEPAC Strategy/Strategies Supported: Stewardship, Climate, Communications/Partnership

Strategic Plan Stewardship - We will consistently demonstrate good stewardship by analyzing information, prioritizing needs and managing our financial, physical and human resources to support our mission.

Strategic Plan Climate- We will create and strengthen an environment that fosters mutual respect, responsibility and rigor, and ensures the right to physical, emotional and intellectual safety for every person.

Strategic Plan Communications/Partnerships - We will build and strengthen bridges of open communication that engage staff, students, families and communities as effective partners in education.

Measurable Evidence of Need:

1. Every participant deserves to feel safe in Community Services programs.
2. Every instructor deserves to feel safe in Community Services programs.

2014-15 Action Plan Details:

Task No.	Task to be Completed	Begin Date	End Date	Assigned to	Resources Reallocated Time/\$/Materials	Monitoring Dates	Monitoring Indicators
1	Develop security plans for CSD programs.	Oct. 1, 2014	June 30, 2014	M. Bernhard L. Oto N. Kolb C. Kinville B. Barrett S. Line S. Boran J. Becker M. Hansen	Time Money	Nov. 1 Dec. 1 Jan. 1 Feb. 1 Mar. 1 Apr. 1 May 1 June 1	- Explore purchasing walkie talkies for the MSYC - Administer two safety drills (weather & security) at both the MSYC and Ventures programs - Confirm all participant contact information

							when registering for programs - Increase evening ABE staff by one person
2	Secure NCRC youth wing during programming	Oct. 1, 2014	June 1, 2014	S. Line E. Bailey	Time Money	Dec. 1 Mar. 1 May 1	- Install blinds on ECFE classrooms - Number outside building doors - Close wing doors during programming
3	Increase familiarity among staff in NCRC organizations	Oct. 1, 2014	On-going	M. Bernhard L. Oto N. Kolb C. Kinville B. Barrett S. Line S. Boran J. Becker M. Hansen E. Bailey	Time	Dec. 1 Mar. 1 May 1	- Form a worksite wellness committee with representation from NCRC organizations - Schedule and run one building wide event for all NCRC staff - Maintain NCRC staff directory
4	Continue to revisit out-of-school time programming security plans.	Oct. 1, 2014	June 30, 2014	M. Bernhard L. Oto N. Kolb C. Kinville B. Barrett S. Line	Time	Dec. 1 Mar. 1 May 1	- Contact Bethel Church regarding their process and experience - Monitor MCEA Region 5 information - Schedule & host a meeting among custodial staff, activities department and Community Services Leadership Team - Update security document as needed

## 2014-15 Site Continuous Improvement Plan

### Community Services

#### Site Improvement Objective: #3

Site Improvement Objective: Engage the Ventures childcare sites in a continuous improvement model.

New/Continuing Objective: Continuing    Length of Objective: 3 years    Which Year: year 3 of the plan

District or DEPAC Strategy/Strategies Supported: Communications/Partnership, Curricular Outcomes, Diversity

Strategic Plan Communications/Partnerships - We will build and strengthen bridges of open communication that engage staff, students, families and communities as effective partners in education.

Strategic Plan Curricular Outcomes - We will implement a consistent, comprehensive and challenging set of curricular outcomes that reach and engage all learners.

Strategic Plan Diversity - We will implement plans and practices that foster full participation by all learners and that address issues that include, but are not limited to, race, gender, culture, religion, sexual orientation, language, disabilities and socio-economic factors.

#### Measurable Evidence of Need:

1. Research supports that programs that operate in a strategic, continuous improvement design are more effective.
2. In today's market, parents seek valid assurance of high quality program standards.

#### 2014-15 Action Plan Details:

Task No.	Task to be Completed	Begin Date	End Date	Assigned to	Resources Reallocated Time/\$/Materials	Monitoring Dates	Monitoring Indicators
1	Administer assessments in the fall and spring at Ventures sites and the MSYC	Sept. 1, 2014	June 30, 2014	L. Oto B. Barrett Site Leaders	Time Money	Oct. 1, Nov. 1, Dec. 1, Jan. 1, Feb. 1, Mar. 1, Apr. 1, May 1, June 1	- Administer fall assessment by December 15 at all Ventures sites and the MSYC - Administer spring assessment by June 1 for all Ventures sites and the MSYC - Train new staff on assessment

2	Determine and implement plan for ongoing continuous improvement in Ventures program and MSYC	Nov. 1, 2014	June 30, 2014	L. Oto B. Barrett Site Leaders Site Assistants E. Bailey	Time Money	Dec. 1, Jan. 1, Feb. 1, Mar. 1, Apr. 1, May 1, June 1	<ul style="list-style-type: none"> <li>- Review assessment findings with staff</li> <li>- Develop implementation plan for site improvements</li> <li>- Prioritize improvement schedule</li> <li>- Complete a year-end reflection at the MSYC</li> </ul>
3	Develop tracking system for Ventures participants	Oct. 1, 2014	On-going	B. Barrett Site Leaders	Time Money	Dec. 1 Mar. 1 June 1	<ul style="list-style-type: none"> <li>- Design, implement and evaluate tracking system</li> <li>- Determine feasibility for tracking system to be used at the MSYC</li> </ul>
4	Market continuous improvement work	Oct. 1, 2014	On-going	L. Oto N. Kolb B. Barrett	Time Money	Nov. 1, Dec. 1, Jan. 1, Feb. 1, Mar. 1, Apr. 1, May 1, June 1	<ul style="list-style-type: none"> <li>- Include one content piece in each brochure</li> <li>- Post one Facebook message per month</li> <li>- Share information at open houses</li> </ul>

## **RESOLUTION CANVASSING RETURNS OF VOTES OF SCHOOL DISTRICT GENERAL ELECTION**

Independent School District 659  
1400 Division Street South  
Northfield, MN 55057

**BE IT RESOLVED** by the School Board of Independent School District No. 659, as follows:

1. It is hereby found, determined and declared that the general election of the voters of the district held on November 4, 2014, was in all respects duly and legally called and held.
2. As specified in the attached Abstract and Return of Votes Cast, a total of XXX voters of the district voted at said election on the election of three school board members for four year term vacancies on the board caused by expiration of term on the first Monday in January next following the general election; as follows:

Julie Pritchard	XXX of votes
Jeff Quinnell	XXX of votes
Margaret Colangelo	XXX of votes
Fritz Bogott	XXX of votes
3. Julie Pritchard, Jeff Quinnell and Margaret Colangelo having received the highest number of votes, are elected to four-year terms beginning the first Monday in January, 2015.
4. The school district clerk is hereby authorized to certify the results of the election to the county auditor of each county in which the school district is located in whole or in part.

(Attach Abstract and Return of Votes Cast)

**RESOLUTION AUTHORIZING ISSUANCE OF CERTIFICATES  
OF ELECTION AND DIRECTING SCHOOL DISTRICT CLERK  
TO PERFORM OTHER ELECTION RELATED DUTIES**

Independent School District 659  
1400 Division Street South  
Northfield, MN 55057

WHEREAS, the board has canvassed the election for school board members held on November 4, 2014,

NOW THEREFORE, BE IT RESOLVED by the School Board of Independent School District No. 659, State of Minnesota, as follows:

1. The chair and clerk are hereby authorized to execute certificates of election on behalf of the school board of Independent School District No. 659 to the following candidates:

Julie Pritchard  
Jeff Quinnell  
Margaret Colangelo

who have received a sufficiently large number of votes to be elected to fill vacancies on the board caused by expiration of term on the first Monday in January next following the election, based on the results of the canvass.

2. The certificate of election shall be in substantially the form attached hereto.

3. After the time for contesting the election has passed and the candidate has filed all campaign financial reports required by Minnesota Statutes, Chapter 211A, the clerk of the school board is hereby directed to deliver the certificates to the persons entitled thereto personally or by certified mail.

4. The clerk is hereby directed to enclose with the certificate a form of acceptance of office and oath of office in substantially the form attached hereto.

Dated: November 10, 2014

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Noel Stratmoen  
School Board Clerk



**CERTIFICATE OF ELECTION  
FULL 4 YEAR TERM**

This is to certify as follows:

1. The School Board of Independent School District No. 659 on November 10, 2014, canvassed the general election of school board members held on November 4, 2014.
2. XXXX received the (largest number/second largest/third largest) number of votes cast for the office of school board member of Independent School District No. 659 for a full four year term.
3. There are three (3), full four year term vacancies on the board caused by expiration of term on the first Monday in January next following the election.
4. Therefore, XXXXX is elected to the office of school board member of Independent School District No. 659 for a full four year term beginning the first Monday in January, 2015 and expiring the first Monday in January, 2019.

By authority of the School Board of Independent School District No. 659, pursuant to resolution dated November 10, 2014.

Dated: November 10, 2014

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Ellen Iverson, School Board Chair

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Noel Stratmoen, School Board Clerk

**ACCEPTANCE OF OFFICE  
AND OATH OF OFFICE**

Independent School Dist. 659  
1400 Division Street  
Northfield, MN 55057

TO: Julie Pritchard, Jeff Quinnell and Margaret Colangelo

The following acceptance and oath of office must be filed with the school district clerk within 30 days of the date of mailing or personal service of the certificate of election.

**ACCEPTANCE OF OFFICE**

I hereby accept the office of school board member of Independent School District 659 for a term beginning the first Monday in January, 2015 and expiring the first Monday in January, 2019.

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature

STATE OF MINNESOTA )  
                                  )  
COUNTY OF RICE        )

The foregoing instrument was acknowledged before me this \_\_\_\_\_ day of \_\_\_\_\_, 2014 by \_\_\_\_\_.

\_\_\_\_\_  
Notary Public

**OATH OF OFFICE**

I swear/affirm that I will support the Constitution of the United States and of this state, and that I will discharge faithfully the duties of the office of school board member of Independent School District No. 659 to the best of my judgment and ability.

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature

STATE OF MINNESOTA )  
                                  )  
COUNTY OF RICE        )

The foregoing instrument was acknowledged before me this \_\_\_\_\_ day of \_\_\_\_\_ 2014 by \_\_\_\_\_.

\_\_\_\_\_  
Notary Public

11/3/2014

## Northfield Public Schools Enrollment Report

LongfellowEarly Childhood

Auge	7
Dorey	13
James	8
Kruse	5
Patterson	
Schnorr	13
Sorenson	13
<b>TOTAL</b>	<b>59</b>

\*\*

Greenvale Park

K	Flicek	20	
K	Hagberg	19	
K	Malecha	20	
K	Ziemann	19	C
1	Bakke	25	C
1	Jessen	16	
1	Youngblut	17	
1	Zach	16	
2	Amundson	26	C
2	Dueffert	19	
2	Larson	19	
2	Lindholm	20	
3	Landry	25	C
3	Nelson	20	
3	Ryan	16	
3	Seidl	17	
4	Garcia	21	C
4	Johnson	25	
4	Nelson	26	
5	Dimick	20	
5	Harding	19	C
5	Sickler	19	
5	Tacheny	22	
<b>TOTAL</b>		<b>466</b>	

Early Childhood**	59	
Kindergarten-2027	262	
Grade 1-2026	251	
Grade 2-2025	289	
Grade 3-2024	271	
Grade 4-2023	265	
Grade 5-2022	285	
<b>Total K-5</b>	<b>1682</b>	<b>1682</b>
<b>Total Middle School</b>	<b>970</b>	
<b>Total High School</b>	<b>1237</b>	
<b>TOTAL w/o ALC</b>	<b>3889</b>	
<b>ALC 9-12**</b>	<b>46</b>	<b>F/T=40 P/T=3 I/S=3</b>
<b>GRAND TOTAL with ALC</b>	<b>3935</b>	

SibleyGrade

K	Born	20	
K	Downs	19	
K	Heil	21	
K	Wacholz	20	
1	Craft	23	
1	Sasse	25	C
1	Sieger	24	
1	Swenson	24	
2	Pfefferle	26	
2	Schuerman	27	C
2	Seeberg	26	
2	Witt	26	
3	Guggisberg	26	
3	Jandro	25	
3	Johnson	26	C
3	Spitzack	27	
4	Day	22	
4	Fox	22	
4	Haar	22	
4	McManus	17	C
5	Baragary	25	
5	Foley	26	
5	Ostermann	24	C
5	Sweeney	25	
<b>TOTAL</b>		<b>568</b>	

Bridgewater

K	Cade	19	
K	Hall	21	
K	Danielson	20	
K	Tran	22	
K	Wisdorf	22	
1	Charlton	18	
1	Ellerbusch	19	
1	Johnson	18	
1	Lanza	26	C
2	Schwaab/Bleckw	24	
2	Lane	25	
2	Lofquist	26	
2	Rubin	25	C
3	Larson	25	C
3	Sickler	22	
3	Temple	21	
3	Truman	21	
4	Danielson	29	
4	Holden/Armstron	28	
4	Schuster	28	C
4	Swenson	25	
5	Anderson	24	C
5	Duchene	27	
5	Kohl	27	C
5	Rauk	27	
<b>TOTAL</b>		<b>589</b>	

Middle School

Grade 6-2021	312
Grade 7 (*inc. 8 - 1/2 day)-2020	308
Grade 8 (*inc. 14 - 1/2 day)-2019	350
<b>TOTAL</b>	<b>970</b>

\*22 (11) St. Dominic's students attend 1/2 day

High School

Grade 9-2018	293
Grade 10-2017	320
Grade 11-2016	312
Grade 12-2015	312
<b>TOTAL</b>	<b>1237</b>

Enrollments represent 100% enrolled except where indicated by \*\*  
 Half day St. Dominic's students are represented by \*

							2014-2015						
School and Grade Level	September 2nd	September 5th	September 12th	September 19th	October 1st	November 1st	December 2nd	January 6th	February 1st	March 1st	April 1st	May 1st	End of Year 6/5/2015
Longfellow													
Early Childhood	58	50	49	47	52	59							
Total	58	48	49	47	52	59	0	0	0	0	0	0	0
Greenvale Park													
Grade K-2027	91	80	78	78	78	78							
Grade 1-2026	79	79	78	77	78	74							
Grade 2-2025	87	85	85	85	85	84							
Grade 3-2024	81	80	80	79	80	78							
Grade 4-2023	74	77	78	78	76	72							
Grade 5-2022	79	79	79	79	79	80							
Total	491	480	478	476	476	466	0	0	0	0	0	0	0
Sibley													
Grade K-2027	80	79	80	80	81	80							
Grade 1-2026	95	95	95	96	96	96							
Grade 2-2025	104	105	105	105	105	105							
Grade 3-2024	103	104	104	105	105	104							
Grade 4-2023	83	83	83	83	83	83							
Grade 5-2022	101	101	101	101	101	100							
Total	566	567	568	570	571	568	0	0	0	0	0	0	0
Bridgewater													
Grade K-2027	107	105	107	107	106	104							
Grade 1-2026	81	82	82	82	82	81							
Grade 2-2025	100	100	101	101	101	100							
Grade 3-2024	87	88	88	88	88	89							
Grade 4-2023	110	110	110	110	110	110							
Grade 5-2022	105	105	105	104	104	105							
Total	590	590	593	592	591	589	0	0	0	0	0	0	0
Middle School													
Grade 6-2021	310	310	309	310	311	312							
Grade 7-2020	307	305	305	305	305	304							
Grade 8-2019	341	339	339	339	340	343							
St. Dominics	10.5	11	11	11	11	11							
Total	968.5	965	964	965	967	970	0	0	0	0	0	0	0
High School													
Grade 9-2018	298	295	294	293	293	293							
Grade 10-2017	321	319	320	319	319	320							
Grade 11-2016	317	318	319	316	314	312							
Grade 12-2015	316	321	319	320	315	312							
Total	1252	1253	1252	1248	1241	1237	0	0	0	0	0	0	0
ALC													
Grade 9-2018	0	0	0	0	0	0							
Grade 10-2017	3	10	10	10	9	10							
Grade 11-2016	5	13	12	12	17	15							
Grade 12-2015	8	18	20	20	23	21							
Grand Total	3941.5	3944	3946	3940	3947	3935	0	0	0	0	0	0	0