



Darien Public Schools Strategic Plan Year 3-5

Mission

Inspiring a love of learning in all students so they develop as critical thinkers and innovative creators who contribute to the world with integrity and purpose beyond themselves.

Vision

Preparing all students today to thrive in a changing world tomorrow.

Core Values

Wellness--Creating balanced learning environments that are physically, socially, emotionally, and intellectually safe and healthy.

Integrity--Acting honestly and ethically with shared accountability.

Excellence--Delivering the highest quality education for each student to reach their individual potential.

Equity--Advocating for and advancing opportunities and outcomes for all.

Innovation--Leading with creativity and ingenuity through disciplined problem solving.

Collaboration--Working openly, productively, and interdependently toward common goals.

Diversity and Inclusion--Creating a community that welcomes and embraces the full range of human differences.

Respect and Civility--Acting with consideration for the feelings, thoughts, experiences and rights of others.

Goal Area 1: Enhancing teaching and learning.

Strategy	Action	Timeline	Measures
<p>1A: Develop a shared vision of teaching and learning.</p>	<p><i>Finalize drafted version of District Teaching and Learning Principles with the Professional Development and Evaluation Committee (PDEC)</i></p> <p><i>Designing instruction to address students' individual learning needs.</i></p>	<p><i>Year 3 (2023-2024)</i></p> <p><i>Years 3 - 5 (2023-2024) (2024-2025) (2025-2026)</i></p>	<p><i>Articulated Principles</i></p> <p><i>Principles infused in revised Teacher Growth & Development Plan</i></p> <p><i>Implementation and representation of teaching and learning principles in instruction</i></p> <p><i>Programmatic updates at Curriculum Committee meetings reflecting District mission, vision, and core values</i></p>
<p>1B: Revise and/or create curricula that are designed to responsively represent diverse perspectives as well as meet individual learning needs.</p>	<p><i>Design units of study with differentiated instructional plans that attend to the needs of all learners</i></p> <p><i>Develop a comprehensive plan to develop and transfer all (PK-12) units of study in Eduplanet21 platform by FY25.</i></p> <p><i>Review PK/K curricula and consider any necessary potential revisions to embed standards aligned, developmentally appropriate, daily play-based learning experiences that reflect the requirements outlined in PA 23-159, PA 23-101</i></p>	<p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Year 3 (2023-2024)</i></p>	<p><i>Written curriculum and supporting instructional materials that emphasize diverse perspectives, differentiation, reflect elements of Universal Design for Learning, and multiple pathways to success</i></p> <p><i>Timetable of unit development</i></p> <p><i>Transfer of units to Eduplanet21 platform; progress updates to the Board</i></p> <p><i>Draft recommendations for teaching and learning implications (curriculum, related instructional strategies, professional learning and resource needs).</i></p>

	<p><i>Design and pilot units of study that provide extended learning opportunities to further challenge students receiving services in the gifted and talented program.</i></p>	<p><i>Year 3 (2023-2024)</i></p>	<p><i>Pilot grade 8 units to be built in Eduplanet21</i></p>
<p>1C: Align job-embedded professional learning opportunities to support growth and development in identified areas.</p>	<p><i>Provide JEPD aligned to teacher, school and District goals.</i></p> <p><i>Develop a formalized process for Instructional Rounds that involves teachers as well as administrators.</i></p>	<p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Year 3 (2023-2024)</i></p>	<p><i>PD session catalogue</i></p> <p><i>PD feedback</i></p> <p><i>Time for collaboration</i></p> <p><i>Structures for collaboration and analysis of student work</i></p> <p><i>Committee Meeting Agendas/Minutes</i></p> <p><i>Established Instructional Rounds Process</i></p> <p><i>Completed Rounds in all schools</i></p>

Goal Area 2: Fostering a culture that promotes wellness, diversity, and inclusion.

Strategy	Action	Timeline	Measures
2A: Create a caring school climate that promotes wellness.	<i>Identify and incorporate a systemic approach to address social and emotional learning with connections to tiered intervention.</i>	Year 3 (2023-2024)	<i>Annual focus group (SEL Committee) designed to gather qualitative information regarding stakeholders' experience of the district</i> <i>Utilization of anchor tools at all schools</i>
	<i>Develop a wellness training program/model for staff and implement District-wide.</i>	Year 4 (2024-2025)	<i>Evidence of district and school leaders using collected data and information to leverage assets and enhance identified development areas</i> <i>Comprehensive document of wellness internal and external (EAP, insurance) offerings</i>
	<i>Review secondary school needs to support school climate, wellness, teaching & learning</i>	Year 3 (2023-2024)	<i>Consideration of personnel and programmatic proposals for FY 25 Budget</i>
	<i>Review and evaluate impact and needs of middle school climate, & wellness programming.</i>	Year 3 (2023-2024)	<i>Focus group data, attendance data, survey data and program recommendations</i>
	<i>Review and evaluate impact and needs of high school climate and wellness, programming</i>	Year 3 (2023-2024)	<i>Focus group data, attendance data, survey data</i>

	<i>Establish an exploratory committee to examine the District's practices of grading, grade reporting, course placement, and leveling, as well as the perceived impact these practices have on student wellness.</i>	<i>Year 4 (2024-2025)</i>	<i>Committee findings, recommendations, and implementation</i>
2B: Engage stakeholders in the practice of embracing diversity, equity, and inclusion.	<i>Review considerations of DEI Team Report</i> <i>Implement prioritized considerations of DEI Team Report</i>	<i>Year 3 (2023-2024)</i> <i>Years 4-5 (2024-2025) (2025-2026)</i>	<i>Prioritized considerations of DEI Team Report and implementation plan ELP-Grade 12+</i> <i>Identify prioritized recommendations from Diversity, Equity and Inclusion Report and develop implementation plans ELP-Grade 12+</i>

Goal Area 3: Developing a balanced definition of student success through the Vision of the Graduate.

Strategy	Action	Timeline	Measures
<p>3A: Ensure District values are operationalized across all schools.</p>	<p><i>Align school-based practices with the values of the Vision of the Graduate (VoG).</i></p> <p><i>Represent values of the Vision of the Graduate within District policies and practices, including discipline procedures, handbooks, conflict resolution practices, and instruction.</i></p> <p><i>Create a schedule/system for surveying students and conducting focus groups in order to determine if the Vision of the Graduate values are effectively embedded within schools.</i></p>	<p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 4-5 (2024-2025) (2025-2026)</i></p>	<p><i>Visible representation of VoG values</i></p> <p><i>Evidence of values being translated into daily routines and relationships within schools in artifacts such as handbooks and discipline procedures</i></p> <p><i>Embedding VoG competencies in Curriculum Units</i></p> <p><i>Establish a vertical VoG Committee to oversee implementation</i></p> <p><i>Survey data and feedback from focus group</i></p>
<p>3B: Develop systems to measure, inform, and enhance implementation of the Vision of the Graduate.</p>	<p><i>Determine how the District will measure, use, store, and analyze data, in order to inform the work of the Vision of the Graduate.</i></p> <p><i>Provide opportunities for student and alumni reflection and feedback to inform the Vision of the Graduate implementation process.</i></p>	<p><i>Year 3 (2023-2024)</i></p> <p><i>Years 4-5 (2024-2025) (2025-2026)</i></p>	<p><i>Documentation of new system</i></p> <p><i>Collection of data on students' levels of post-grad preparedness and satisfaction</i></p> <p><i>Survey data</i></p>

	<p><i>Explore assessment and monitoring systems for measuring PK-12 student performance toward Vision of the Graduate competencies.</i></p>	<p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p>	<p><i>Embedded PK-12 curricular assessments (multiple measures) intentionally aligned to VoG</i></p> <p><i>Grade level, department aligned, guaranteed curricular experiences</i></p>
<p>3C: Audit and adjust District curriculum, school programming, and student life to ensure focus on service, citizenship, and post-secondary opportunities.</p>	<p><i>Adapt curriculum development and revision process to include the values of the Vision of the Graduate.</i></p> <p><i>Leverage the competencies associated with the Vision of the Graduate to enhance student service and citizenship.</i></p> <p><i>Design Transition Programs and community opportunities based on student need.</i></p>	<p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p>	<p><i>Audit results</i></p> <p><i>Implemented curriculum</i></p> <p><i>Embedded competencies in Eduplanet21 curriculum platform</i></p> <p><i>Data related to student behavior, student activity offerings, internships and capstone projects</i></p> <p><i>Pathway Mapping and Planning for students .</i></p> <p><i>Annual review and monitoring of student progress on transition goals.</i></p>

Goal Area 4: Expanding the professional capacity of staff.

Strategy	Action	Timeline	Measures
<p>4A: Explore ways to improve the District’s professional learning culture and practices.</p>	<p><i>Improve conditions in order to support teacher retention in Darien Public Schools, with attention to environmental factors and educator wellness.</i></p>	<p>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</p>	<p><i>Retention rates</i></p> <p><i>Survey Data</i></p> <p><i>Exit interview data</i></p> <p><i>Attendance data</i></p>
	<p><i>Increase opportunities for teacher voice in professional learning</i></p>	<p>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</p>	<p><i>Professional Development Survey Results</i></p> <p><i>Teacher led professional development</i></p>
	<p><i>Develop and pilot professional learning opportunities specifically designed to grow staff capacity in district and promote internal potential for career advancement</i></p>	<p>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</p>	<p><i>Implement Aspiring Leader Academy</i></p> <p><i>Explore systemic mentor program for new to Darien and new to the profession educators Agreements with DAA and DEA to provide teacher and administrative mentorships.</i></p>

<p>4B: Ensure a professional learning system that promotes continuous growth and support.</p>	<p><i>Create conditions for staff to pursue professional learning internally and externally that are aligned to District and individual goals.</i></p> <p><i>Revise the teacher evaluation plan to align with new state requirements while promoting high quality teaching and learning practices, and to foster a PK-12 culture of learning.</i></p> <p><i>Review and clarify the Darien Public Schools Organizational Chart to clarify roles and responsibilities within the teaching and learning department</i></p> <p><i>Ensure regular opportunities for teachers to receive high quality and responsive feedback from building administration and discipline specific feedback from district department chairs regarding curriculum implementation and teaching practice to promote educator effectiveness toward the district's identified learning principles.</i></p> <p><i>Expand opportunities to calibrate instructional practices among administrative staff in order to provide common instructional language and consistent feedback to teachers.</i></p>	<p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Year 3 (2023-2024)</i></p> <p><i>Year 3 (2023-2024)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p>	<p><i>Professional Learning Feedback</i></p> <p><i>PDEC analysis and review of teacher feedback and recommendations for planning</i></p> <p><i>Teacher evaluation data Feedback from PDEC Committee</i></p> <p><i>Adopted District Plan</i></p> <p><i>DPS Organizational Chart with supplemental Roles and Responsibilities defined</i></p> <p><i>Regular and timely feedback monitored and reviewed by union and administration</i></p> <p><i>Records of calibration training</i></p> <p><i>Implementation of formalized Instructional Rounds Procedures and integration of learning into instructional practices</i></p>
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	<i>Increase opportunities for special education teachers' and related service providers participation in professional development related to general education curriculum and instruction.</i>	<i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i>	<i>Teacher participation and feedback on learning opportunities</i>
4C: Attract and retain diverse educators.	<i>Participate in State and RESC workshops and programs in order to develop strategies that will support District workforce diversification.</i> <i>Finalize a minority teacher recruitment and retention plan.</i> <i>Enhance development of culture that supports teacher retention, workforce diversity, and cultural awareness.</i>	<i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i> <i>Year 3 (2023-2024)</i> <i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i>	<i>Workforce diversity data and trends</i> <i>Documentation of development and implementation of new recruitment plan</i> <i>Exit interview data</i>
4D: Evaluate and adapt the current onboarding system to identify additional supports for teachers, including informal mentors.	<i>Review and revise the District's onboarding system to support new hires.</i>	<i>Year 3 (2023-2024)</i>	<i>Revised onboarding plan to reflect teacher contract language</i>

Goal Area 5: Developing and enhancing systems to promote efficiency, coherence, and communication.

Strategy	Action	Timeline	Measures
<p>5A: Establish effective and open lines of communication among all stakeholders.</p>	<p><i>Conduct focus groups as a follow up to the feedback from communications survey findings</i></p> <p><i>Develop Communications Plan</i></p> <p><i>Redesign of a District website with an interface that appeals to end users of the varied stakeholder groups and improves functionality</i></p> <p><i>Develop a media package that includes logos, templates, and standards for District communications.</i></p>	<p><i>Year 3 (2023-2024)</i></p> <p><i>Year 3-4 (2023-2024) (2024-2025)</i></p> <p><i>Year 3-4 (2023-2024) (2024-2025)</i></p> <p><i>Year 3 (2023-2024)</i></p>	<p><i>Focus group feedback</i></p> <p><i>Implementing strategies from communications plan Revised DPS website with end user data regarding appeal and functionality; coherent pages/templates within the website across departments</i></p> <p><i>Recommended use for personnel to support communications (FY25 Budget)</i></p> <p><i>Media package including necessary materials</i></p>

<p>5B: Align District's guiding documents and communications with its mission, vision, and core values to foster coherence.</p>	<p><i>Identify core documents of District and plans for design and distribution.</i></p> <p><i>Analyze PreK-12 student performance reports (progress reports, grades, and grade reporting) for the purpose of aligning them to District guiding documents</i></p> <p><i>Develop and revise policies in alignment with District Guiding Documents</i></p> <p><i>Consider implementing a new student information management system in place of ASPEN</i></p>	<p><i>Years 1 - 2 (2021-2022) (2022-2023)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Year 4-5 (2024-2025) (2025-2026)</i></p>	<p><i>Written revisions to policies/procedures that reflect an alignment to the mission, vision, and core values.</i></p> <p><i>Revised and aligned progress reports and grade reporting practices</i></p> <p><i>Revised and aligned policies</i></p> <p><i>Funding in the FY25 budget for the possible replacement of student information system (replacing PowerSchool with ASPEN)</i></p>
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Goal Area 6: Improving school facilities for student safety and access to learning.

Strategy	Action	Timeline	Measures
<p>Goal 6: Ensure that the configuration and condition of the District's physical facilities provide secure and supportive environments for teaching and learning.</p>	<p><i>Identify the long term capital needs to support teaching and learning.</i></p> <p><i>Identify improvements for best practices in Emergency and Safety Planning along with necessary resources.</i></p> <p><i>Explore energy conservation practices.</i></p> <p><i>Oversee construction for Hindley, Holmes, and Royle Elementary Schools</i></p>	<p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Year 5 (2025-2026)</i></p> <p><i>Years 3-4 (2023-2024) (2024-2025)</i></p>	<p><i>Annual adjustments to the 5-year Capital Plan</i></p> <p><i>Implement a plan to monitor and maintain healthy and safe school buildings</i></p> <p><i>Implement CIRMA safety audit recommendations</i></p> <p><i>Enhanced training and adopted best practices for all campus security personnel</i></p> <p><i>Obtain CALEA Campus Security Accreditation.</i></p> <p><i>Provide Incident Command System Training, tabletop exercises & live exercises</i></p> <p><i>Annual report to BOE on School Security</i></p> <p><i>BOE report on District's work with Town, State, utility companies, and vendors to explore energy conservation measures and grants</i></p> <p><i>Building Committee participation</i></p> <p><i>Recommendation on funding in FY25 budget</i></p>

	<i>Conduct architectural study to evaluate Middlesex Middle School Facility DHS Library Redesign</i>	<i>Year 4 (2024-2025)</i>	<i>Recommendation on funding in FY25 budget</i>
	<i>Review groundskeeping needs of the elementary schools</i>	<i>Year 4 (2024-2025)</i>	<i>Identified groundskeeping needs reflected in the FY25 Budget.</i>

Goal Area 7: Improving technology to support teaching and learning.

Strategy	Action	Timeline	Measures
<p>Goal 7A: Ensure strategic utilization of technology to enrich, support, and inspire teaching and learning.</p>	<p><i>Create and implement District protocols for software adoption, implementation, and evaluation.</i></p> <p><i>Create conditions and learning opportunities for an innovative STEM program of study along with authentic STEM learning experiences.</i></p> <p><i>Create a vertically aligned, standards-based LMS curriculum.</i></p> <p><i>Develop a cohesive district response and create conditions to embed technological advances impacting teaching and learning experiences (i.e., Chat GPT...)</i></p> <p><i>Investigate technologies to maximize the use of teacher time to focus on teaching and learning.</i></p>	<p><i>Year 3 (2023-2024)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Year 3-5 (2023-2024) (2024-2025) (2025-2026)</i></p> <p><i>Year 3 (2023-2024)</i></p>	<p><i>Integration of LMS to support instructional technology integration</i></p> <p><i>Stakeholder survey feedback</i></p> <p><i>Usage rates of technological resources</i></p> <p><i>Exemplars of student learning enabled by technology</i></p> <p><i>Course offerings and enrollment</i></p> <p><i>Facilities enhanced for STEM learning opportunities</i></p> <p><i>Developed and Implemented curriculum</i></p> <p><i>Professional learning sessions</i></p> <p><i>Communications to stakeholder groups</i></p> <p><i>Lessons embedded within the curricula to support responsible and appropriate use of this technology</i></p> <p><i>Update/report on identified technologies and efficiencies</i></p>

	<i>Consideration of policies affecting student use of personal technology devices (i.e. cell phones, devices).</i>	<i>Year 3 (2023-2024)</i>	<i>Policy Committee work, drafts and approved policies</i>
Goal 7B: Establish, and manage a secure, reliable, and dynamic technology system for effective and efficient District operations.	<i>Establish infrastructure — including network connections, wireless access, necessary hardware and software, and user support — that provides interoperability, mobility, filtering, monitoring, security, and scalability to allow for increased usage by all stakeholders.</i>	<i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i>	<i>Conduct an audit of infrastructure utilizing external professional consultants.</i> <i>Documentation of enhanced technological systems</i> <i>Usage reports</i> <i>User surveys</i>
	<i>Develop and maintain a single accessible database inventory of equipment across the District.</i>	<i>Year 4 (2024-2025)</i>	<i>Develop centralized equipment inventory</i>
	<i>Create and implement a professional learning plan for the information technology staff and its leadership.</i>	<i>Year 3 (2023-2024)</i>	<i>Develop on-line training curriculum for current and new technology for all IT staff</i> <i>Attend professional conferences</i>
	<i>Develop increased security and safety of the district's infrastructure</i>	<i>Years 3-5 (2023-2024) (2024-2025) (2025-2026)</i>	<i>Develop cybersecurity awareness and training through online curriculum and phishing exercises</i>