



Future Ready for All

2021-2026 Strategic Plan

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Strategic Planning Task Force

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|------------------------|------------------------|
| Jacquelyn Aarons | Tom Hamilton |
| Randall Austin | Colin Hosten |
| Godfrey Azima | Dr. Sandra Kase |
| Jennifer Barahona | Damon Lewis |
| Diana Carpio | Lisa Nuzzo |
| Donalda Chumney | Julie Parham |
| Lissette Colon | Novelette Peterkin |
| Dr. Frank Costanzo | Lamont Thomas |
| Anthony DiLauro | Ralph Valenzisi |
| Dr. Alexandra Estrella | Richard Wenning |
| Ana Fernandez | Brenda Wilcox Williams |
| Yvette Goorevitch | |

Mission

Norwalk Public Schools provides an excellent and equitable education so ALL students graduate future ready as civically responsible, globally engaged and positive contributors to an ever-changing and diverse world.



Vision

Norwalk Public Schools is building
a more equitable and just world
where each and every Norwalk student is
prepared for all aspects of life.



Values

◆ EQUITY

We ensure that each and every student in every neighborhood has access, opportunity, support and encouragement to excel in all current and future endeavors.

◆ DIVERSITY & INCLUSION

We embrace and nurture a diverse and inclusive community with individuals representing a variety of backgrounds, experiences and perspectives.

◆ OUR PEOPLE

We support all our faculty and staff through investing in learning, developing a trusting professional culture and celebrating success.

◆ CREATIVITY & INNOVATION

We seek out new solutions in creative and flexible ways to prepare ALL students for an ever-changing future.

◆ STUDENT POTENTIAL

We provide access, opportunities & supports so that all students can meet their promise and potential.

◆ EXCELLENCE

We strive for the highest level of achievement for our schools, students, staff and community.

◆ RELATIONSHIPS

We foster constructive and meaningful connections among students, between students and educators, and with the larger school community.

◆ INTEGRITY

We are honest, transparent, fiscally responsible and committed to doing our best for ALL our students, families and community.

◆ COORDINATED SERVICES

We work collaboratively with families and community partners to coordinate learning opportunities, experiences and wraparound support for ALL students.

◆ CONTINUOUS IMPROVEMENT

We pursue improvement through reflection and disciplined use of data and evidence in all we do.



Strategic Priorities



Strategic Priorities

FUTURE READINESS. Prepare all students so they are ready for further education, career and workplace opportunities, and globally engaged leadership.

EQUITY. Ensure equitable opportunities, facilities, experiences and outcomes for all students.

EXCELLENCE. Achieve excellence in all aspects of our organization through effective systems, modern learning environments and continuous improvement processes.

ENGAGEMENT. Ensure all children, families, team members and the community are informed, are involved and feel welcome in our schools.

HIGH-QUALITY INSTRUCTION & SUPPORT. Foster relevant and intellectually stimulating learning with targeted supports that produce social, emotional and academic growth.

Strategic Priority 1: Future Readiness

| <p>Strategic Priority 1: FUTURE READINESS -- Prepare all students so they are ready for further education, career and workplace opportunities, and globally engaged leadership</p> | |
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| <p>Theory of Action: If we clarify and focus on the skills and competencies most essential for success in college, career and globally engaged leadership, and if we can create the pathways and opportunities to grow those skills and competencies, then we can expand the number of students who graduate future ready.</p> | |
| Areas of Focus | Action |
| <p>Future Readiness</p> <p>Education & Career Pathways</p> | <p>Define Future Readiness. Collaborate with students, employers and postsecondary education providers to understand the skills and competencies necessary for success after graduation, and to articulate pathways for successful educational and career outcomes.</p> |
| | <p>Ensure Access to Early Postsecondary Opportunities. Build on Norwalk's leadership in career pathways to strengthen student awareness, access and employer involvement.</p> |
| | <p>Provide Aligned Advising. Ensure students receive college and career advising, leading students to make informed academic and career decisions.</p> |
| | <p>Create and Expand Choice. Expand themes, pathways and programs to provide increased opportunities for students.</p> |
| | <p>Define and Broaden Global Citizenship. Create learning experiences that foster the knowledge, skills and self-awareness necessary for students to assume globally engaged leadership during and beyond their school years.</p> |
| | <p>Strengthen Student Success Plans. Strengthen individualized student success plans so they address every student's needs and interests, help students stay connected in school, and support students in achieving post-secondary educational and career goals.</p> |
| <p>Indicators:</p> <ul style="list-style-type: none"> • On-Track to Future Readiness, measured longitudinally (same kids over time) and disaggregated by starting point, race, class and national origin. Includes key measures of: <ol style="list-style-type: none"> (1) academic and career readiness at key grade transitions, (2) successful enrollment in postsecondary education and training, and (3) workforce entry success • Includes metrics: (1) percent on-track to future readiness, disaggregated by student group, (2) percent of students with a quality Academic and Career Plan (Student Success Plan), disaggregated by student group. | |

Strategic Priority 2: Equity

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| Strategic Priority 2: EQUITY-- Ensure equitable opportunities, facilities, experiences and outcomes for ALL students. | |
| Theory of Action: If we identify and address the root causes of inequity and disproportionality, we can create a create a district where each and every child experiences success. | |
| Areas of Focus | Action |
| Intervention Supports Communication for Access and Opportunity Policy | Develop System of Student Supports. Develop and continually refine a districtwide tiered system of support that includes defining academic and behavioral tiers available and processes for utilization. |
| | Improve Communication with Families. Enhance communication systems by expanding virtual communication and the use of translation services, and by establishing a central source for information on enrollment in magnet, gifted, honors and AP courses, and the special education evaluation process. |
| | Design and Implement Professional Learning. Develop and implement a professional learning system focused on expanding cross-cultural competency to replace bias-based beliefs. |
| | Ensure Parent Participation in School Governance. Improve the process of parent participation in school leadership opportunities and ensure parent participation is representative of racial/ethnic student enrollment. |
| | Develop an Equity Policy. Develop an equity policy and statement that reflects a commitment to diversity, inclusion and equity. |
| Indicators: <ul style="list-style-type: none"> • Extent of disproportionality in academic access and discipline • School climate survey findings • On-Track to Future Readiness, measured longitudinally (same kids over time) and disaggregated by starting point, race, class and national origin. Includes key measures of: <ol style="list-style-type: none"> (1) academic and career readiness at key grade transitions, (2) successful enrollment in postsecondary education and training, and (3) workforce entry success • Includes metrics: (1) percent on-track to future readiness, disaggregated by student group, (2) percent of students with a quality Academic and Career Plan (Student Success Plan), disaggregated by student group. | |

Strategic Priority 3: Excellence

| <p>Strategic Priority 3: EXCELLENCE -- Achieve excellence in all aspects of our organization through effective systems, modern learning environments and continuous improvement processes.</p> | |
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| <p>Theory of Action: If we develop a continuous improvement process anchored in clear priorities, use of data, and improvement routines, we can create a professional culture of excellence and get better at getting better; and If we align the structure of the organization to our priorities while fostering strong systems and standard operating procedures, we can ensure alignment and coherence, and reduce variation across the district.</p> | |
| Areas of Focus | Action |
| Learning environments | <p>Modernize and Maintain Facilities. Enhance buildings and school facilities to create conditions conducive to instructional innovation and learning for all.</p> |
| | <p>Enhance and Align Organizational Systems. Develop and improve the effectiveness and alignment of district and school systems to improve services, communication and outcomes.</p> |
| | <p>Create Future Ready Tracking System. Build an early childhood-to-career data system that protects privacy, ensures transparency, and provides the information our educators, students and families need to keep our learners on track.</p> |
| Systems | <p>Implement a School Improvement System. Implement a school improvement system based upon cycles of planning, measuring outcomes, analyzing results and adapting strategies.</p> |
| Performance Management | <p>Enhance Performance Management System. Develop an employee evaluation system that supports personnel professional development through a process of effective feedback.</p> |
| | <p>Build a Research and Evaluation Department. Develop the organizational capacity to link, analyze and report critical data on student plans, progress and supports across systems and through student transitions.</p> |
| <p>Indicators:</p> <ul style="list-style-type: none"> • On-Track to Future Readiness, measured longitudinally (same kids over time) and disaggregated by starting point, race, class and national origin. Includes key measures of: <ol style="list-style-type: none"> (1) academic and career readiness at key grade transitions, (2) successful enrollment in postsecondary education and training, and (3) workforce entry success • Includes metrics: (1) percent on-track to future readiness, disaggregated by student group, (2) percent of students with a quality Academic and Career Plan (Student Success Plan), disaggregated by student group. • School Quality Review Results • Cycles of School Improvement Results | |



Strategic Priority 4: Engagement

Strategic Priority #4: ENGAGEMENT -- Ensure all children, families, team members and the community are informed, are involved and feel welcome in our schools.

Theory of Action: If we partner with students, families and the community and communicate effectively, we can create a district that is more welcoming, inclusive and effective.

| Areas of Focus | Action |
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| Communication | Enhance Communications. Ensure effective, consistent and culturally responsive communications with students, families and community stakeholders. |
| | Launch Family Center. Engage families through their child’s academic years with a central hub that provides access to information and district services, offers programs and activities to support families, and facilitates connections to community resources. |
| Coordinated Services | Innovate and Refine Family Engagement. Develop creative, intensive and research-based ways of engaging families from all backgrounds. |
| Community Partnership | Promote a Collaborative Workplace. Build a supportive professional culture and ensure that our systems both keep employees fully informed and provide opportunities for them to provide meaningful feedback. |
| | Partner for a Stronger Tomorrow. Work with philanthropic and community organizations builds a stronger school system and a better future for all students. |
| | Leverage Student Voice. Enhance the learning experience by creating systems that ensure diverse and authentic perspectives from students across the district. |

Indicators:

- Participation rate* (needs to be developed and piloted)
- On-Track to Future Readiness, measured longitudinally (same kids over time) and disaggregated by starting point, race, class and national origin. Includes key measures of:
 - (1) academic and career readiness at key grade transitions,
 - (2) successful enrollment in postsecondary education and training, and
 - (3) workforce entry success
- Includes metrics: (1) percent on-track to future readiness, disaggregated by student group, (2) percent of students with a quality Academic and Career Plan (Student Success Plan), disaggregated by student group.
- School Quality Review Results
- Cycles of School Improvement Results

Strategic Priority 5: Instruction & Support

Strategic Priority #5: HIGH-QUALITY INSTRUCTION & SUPPORT. Foster relevant and intellectually stimulating learning with targeted supports that produce social, emotional and academic growth.

Theory of Action: If we create consistently effective teaching and learning with targeted interventions and support, we can support each and every child in developing the competencies, skills and dispositions necessary for further education, career opportunities and life.

| Areas of Focus | Action |
|-----------------------------------|---|
| Curriculum Educator Growth | Ensure Relevant Curricula for ALL Students. Audit and ensure a K-12 curricula consistent with the skills and competencies necessary for students to graduate future ready. |
| | Develop System of Student Supports. Develop and continually refine a districtwide tiered system of support that ensures student academic growth and success for each and every Norwalk child. |
| | Integrate Social and Emotional Learning. Embed the social and emotional skills supports necessary for wellness and success in school, the workplace, relationships and citizenship. |
| | Strengthen Instruction. Enhance student engagement and deepen learning by strengthening Tier 1 instruction and customizing learning experiences according to interests and goals. |
| | Enhance Instructional Assessment System. Refine and broaden the assessment system to understand student learning and achievement, support school improvement cycles and produce timely information that can drive instruction. |
| | Invest in Educator Capacity. Design a professional learning system that promotes educator collaboration and is focused on the competencies and perspectives most essential to ensuring all students graduate future ready. |

Indicators:

- On-Track to Future Readiness, measured longitudinally (same kids over time) and disaggregated by starting point, race, class and national origin. Includes key measures of:
 - (1) academic and career readiness at key grade transitions,
 - (2) successful enrollment in postsecondary education and training, and
 - (3) workforce entry success
- Includes metrics: (1) percent on-track to future readiness, disaggregated by student group, (2) percent of students with a quality Academic and Career Plan (Student Success Plan), disaggregated by student group.
- School Quality Review Results
- Cycles of School Improvement Results



Indicators of Success

| Indicators | Applicable Strategic Priority |
|---|---|
| <p>On-Track to Future Readiness, measured longitudinally (same kids over time) and disaggregated by starting point, race, class and national origin. Includes key measures of:</p> <ul style="list-style-type: none"> (1) academic and career readiness at key grade transitions, (2) successful enrollment in postsecondary education and training, and (3) workforce entry success <p>Includes metrics: (1) percent on-track to future readiness, disaggregated by student group, (2) percent of students with a quality Academic and Career Plan (Student Success Plan, disaggregated by student group.</p> | <p>Future ready Engagement Equity Excellence High-Quality Instruction and Support</p> |
| <p>Participation rate* (needs to be developed and piloted)</p> | <p>Equity Engagement</p> |
| <p>Extent of disproportionality in academic access and discipline</p> | <p>Equity</p> |
| <p>School climate survey findings</p> | <p>Equity Engagement</p> |