



Future Ready for All

2021-2026 Strategic Plan

Goals for 2021-22

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.





5 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.

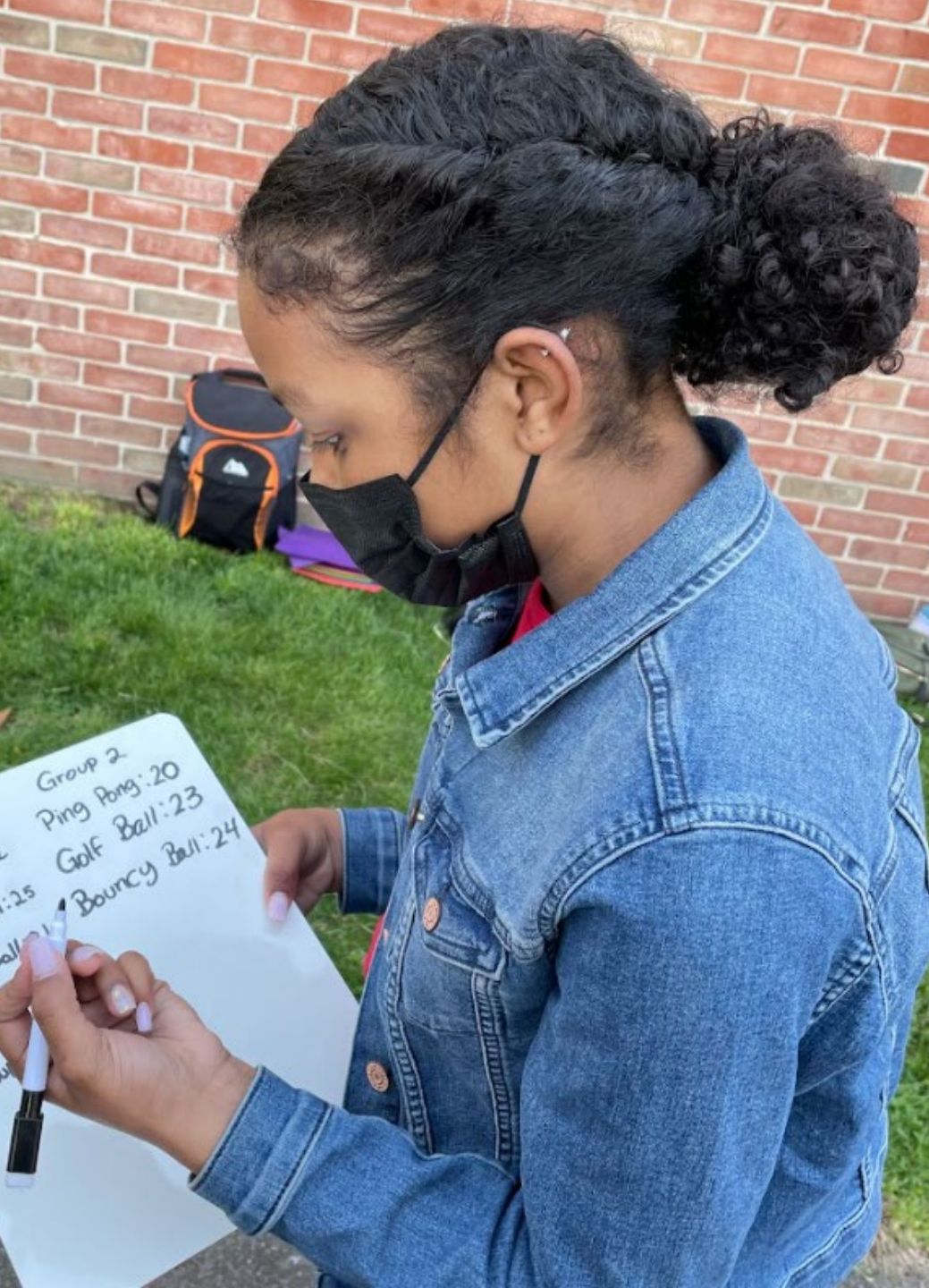
ENGAGEMENT

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.





Goal 1:

NPS will strengthen individualized student success plans.



Goal 1: Roadmap to Success

- Redesign K-12 Curricula Map to fully integrate all learners, incorporate healthy social emotional boundary practices, and achieve consistent implementation across schools and grades through a districtwide assessment system
- Implement K-5 Reading Curricula and develop teacher professional capacity to teach reading
- Refine SRBI and enhance Gifted and Talented programs
- Launch three-year roadmap that responds to 2020 audit of services for Students with Disabilities
- Develop and refine diversified programs, that motivate students through specialized / theme-based curricula in areas such as arts, language, STEM, IB, coding and web development, health, marine sciences and media
- Develop holistic educational processes that cultivate and develop our students' academic, physical, emotional, moral, psychological attributes



Goal 2:

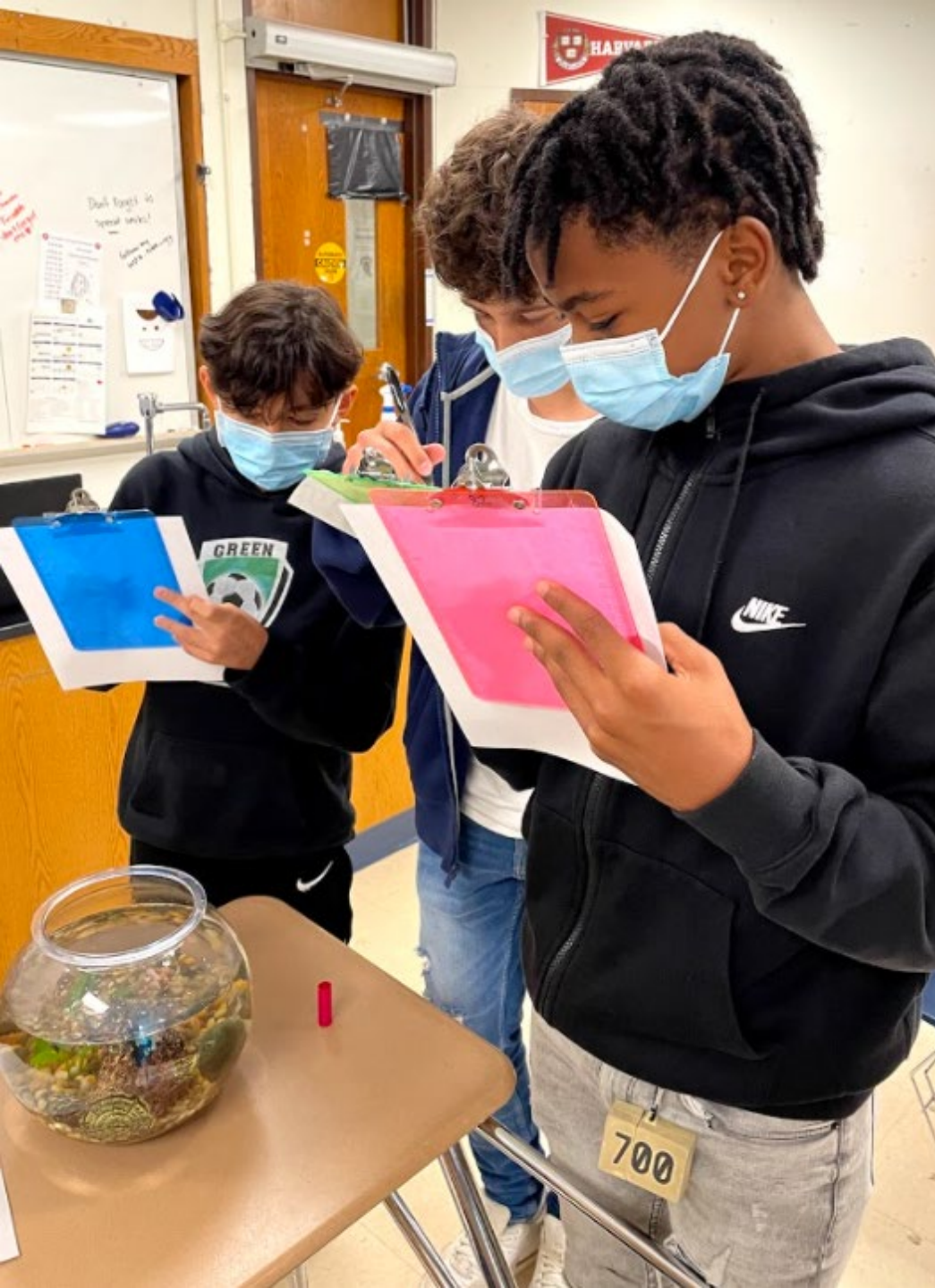
The Business and Operations Department, in consultation with Finance, will develop a three-to-five-year facilities plan, inclusive of annual building-based facilities plans and score boards, in conjunction with the city's capital budget and five-year capital plan.



Goal 2: Roadmap to Success

- Three-to-five-year facilities plan
- Annual building-based facilities plan
- Building-based facilities scoreboard, completed annually
- Aligned facilities plan and capital plan





Goal 3:

The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.



Goal 3: Roadmap to Success

Streamlining will include best practices, cross-functional efficiencies, alignment, and coherence starting with:

- Human Resources
- Finance
- Safety and security
- Business and operations
- Research and analytics
- Communications
 - including initial progress on developing a ticketing system to track questions and requests





Goal 4:

NPS will cultivate instructional leadership in all school buildings.



Goal 4: Roadmap to Success

To cultivate school leadership in all school buildings:

- Professional Learning for school leaders and teacher leaders
- Frequent progress monitoring
- Cycles of support
- School improvement planning
- Instructor-led training
- Teacher teams
- Equity teams
- Data dashboards





Goal 5:

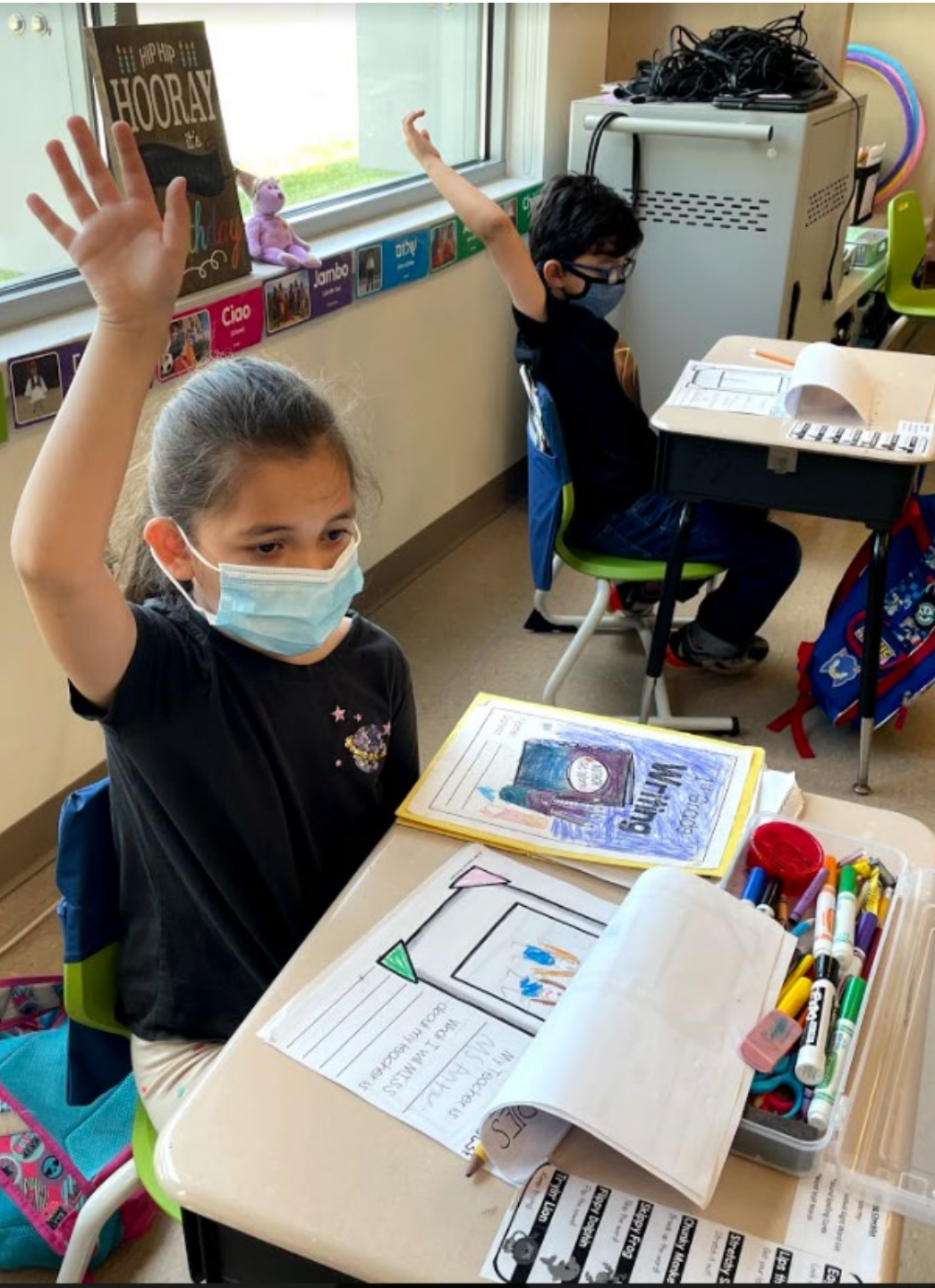
NPS will develop and/or refine our instructional programming options to increase opportunities for students and to ensure all students have access to high quality instruction and support.



Goal 5: Roadmap to Success

- Implement Virtual Academy to open in September 2022
- Bilingual programs/dual language
 - Increase diversity of programs for English language acquisition
 - Develop a dual language pathway from elementary to middle school
- Refine Twilight Academy and develop it into a permanent option
- Ponus STEAM Academy
 - Develop K-8 STEAM plan and pathway to high school
- Refine and continue to build an arts pathway for students from elementary to high school





Goal 6:

We will ensure families are provided with equitable opportunities to access district resources and programs.



Goal 6: Roadmap to Success

- Establish the NPS Family Center as a central hub for parents and guardians
- Launch the central registration process
- Plan and execute a series of family workshops
- Create marketing communications materials to promote choice options and highlight key features of all schools



