



# Future Ready for All

2022-2023 Goals

## End-of-Year Report

June 2023



# 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

## **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.

## **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.

## **HIGH-QUALITY INSTRUCTION & SUPPORT**

Foster relevant and intellectually stimulating learning with targeted supports that produce social, emotional and academic growth.

# Goals

1

NPS will strengthen individualized student success plans.

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.

3

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





# Goals (continued)

4

**NPS will cultivate instructional leadership in all school buildings.**

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.**

6

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

# Gallery Fishbowl Protocol

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- **Three Stations**

- Each group will participate in three 45 min fishbowls
  - 30 min presentation and 15 min Q and A (**ONLY** for BOE members)
  - BOE members will take notes of questions, evidence and impact
  - BOE members will hold questions until the Q and A session
- Community members are invited to sit in the outer circle of any fishbowl throughout the meeting to observe the conversations in each station
- At the conclusion of the three cycles, the superintendent will provide closing remarks and BOE members and the superintendent will enter executive session



# Gallery Fishbowl Protocol

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## Station 1

**Cabinet Members:** Robert Pennington, Frances Saez, Stacey Bergin, Bridget Adams, Dr. Deborah Perry

**BOE Members:** Diana Carpio, Mary Ellen Flaherty-Ludwig, Kara Baekey (Round 1)

## Station 2

**Cabinet Members:** Sandra Faioes, Lunda Asmani, Mary-Anne Sheppard, Dr. Sandy Kase

**BOE Members:** Sheri McCready-Pritchett, Sherelle Harris, Janine Randolph (Round 1)

## Station 3

**Cabinet Members:** Dr. Thomas McBryde, Ralph Valenzisi

**BOE Members:** Godfrey Azima, Colin Hosten, Erica DePalma (Round 1)



## Goal 1

**NPS WILL STRENGTHEN INDIVIDUALIZED STUDENT  
SUCCESS PLANS**



# GOAL 1

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- **Curricula and Professional Development**

- By June 2023, the curricula team and teachers will rewrite four curricula programs (Business Education, World Language, 12th grade ELA Electives, Social Studies) and continue to revise unit plans in ELA, math, social studies, and science
- By June 2023, 100% of the NPS pre-K programs will implement a center-based curriculum across all content areas
- By June 2023, 90% of teachers will participate in a minimum of four district-wide professional development days to improve teacher practice and student outcomes as measured on NWEA and districtwide interim assessments.
- By August of 2023, two cohorts of Norwalk Public School Teachers will receive their International Society for Technology Education Certification

- **Develop Teacher Professional Capacity to Teach Reading**

- By June 2023, 60 educators will graduate with 4 units of study in LETRS training, and 30 educators will complete units 1 and 2 to continue to develop teacher capacity in the science of reading.
- By June 2023, 95% of staff will participate in an introduction to dyslexia training.



# GOAL 1

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- **SRBI (Scientific Research Based Intervention)**

- By June 2023, 90% of schools will continue to build common language to establish closer alignment with SRBI practices as measured by a decrease in students required for the summer academy.

- **Specialized Learning**

- By June 2023, 100% of student IEPs will be transitioned to the new CT-SEDS platform.
- By June 2023, implement year two of the 2020 audit to focus on a minimum of four key domains:
- Coherence, Missed Services, Service not a place, Mindset

- **SEL (Social-Emotional Learning) and Counseling**

- By June 2023, 100% of our schools will have counseling support and will implement counseling guidelines tied to the ASCA (American School Counselor Association) model
- By June 2023, review and revise the Health and Physical Education program with an emphasis on social-emotional learning practices that increase well-being.
- By June 2023, expand SEL initiatives (Wingman initiative, Triangle Community, Second-Step) to support students K-12.

# Curricula and Professional Development

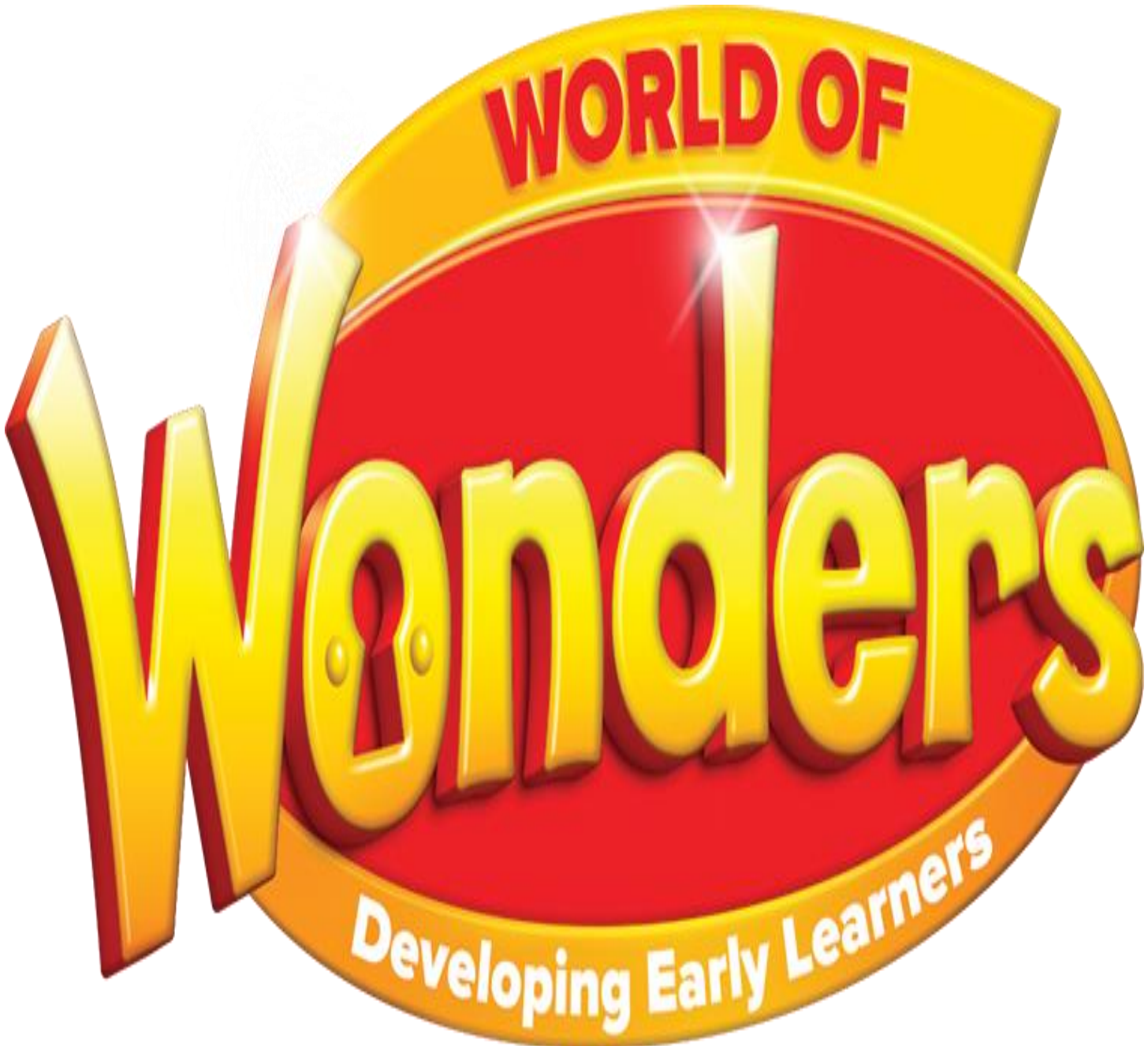
- The Schools team in collaboration with our practitioners designed and developed curricula for:
  - World Languages in Spanish, French, and Italian
  - 12th grade ELA electives
- The Schools team also edited and revised units of study for Literacy K-11 and Math K-12.

Unit Name: Sports in Social Change	
Unit Overview	
Summative Assessment Overview	
Sports have impacted society in a variety of ways, sporting events often bring together the world together. In this unit, students will explore texts that exemplify sports' influence. Then, they will research a specific sport, sporting event, athletic organization, and/or an athlete that has been influential in the world beyond sports. Upon reflecting on the core text and their research, students will write about the impact sports have on society. Considering a relevant audience, students will present their findings through a medium of their choice.	
Pacing	
Quarter 1	
Ten Weeks: August - November	
Essential Question(s)	
1. How can sports, athletic organizations, and athletes make change? 1. When is it necessary to question the status quo? Who decides? 2. What is a public figure's responsibility to bring about change?	
Priority Standards	Supporting Standards
RL.11-12.4 Determine the meaning of words and phrases as they are used in the text, including figurative and connotative meanings; analyze the impact of specific word choices on meaning and tone, including words with multiple meanings or language that is particularly fresh, engaging, or beautiful. (Include Shakespeare as well as other authors.)	RL.11-12.6 Analyze a case in which grasping a point of view requires distinguishing what is directly stated in a text from what is really meant (e.g., satire, sarcasm, irony, or understatement).
RI.11-12.6 Determine an author's point of view or purpose in a text in which the rhetoric is particularly effective, analyzing how style and content contribute to the power, persuasiveness or beauty of the text.	W.11-12.4 Produce clear and coherent writing in which the development, organization, and style are appropriate to task, purpose, and audience. (Grade-specific expectations for writing types are defined in standards 1-3 above.)
	W.11-12.6 Use technology, including the Internet, to

GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, the curricula team and teachers will rewrite four curricula programs (Business Education, World Language, 12th grade ELA Electives, Social Studies) and continue to revise unit plans in ELA, math, social studies, and science.	Completed	By June 2024, the curricula team and Business teachers will engage in stage 2 of the revision plan. The curricula team will develop four units in Social Studies in grades 6-12 that are aligned to the new framework set forth by the state.

# Curricula and Professional Development

- The Schools team in collaboration with our practitioners designed and developed curricula for:
  - 9 Pre-Kindergarten units of study

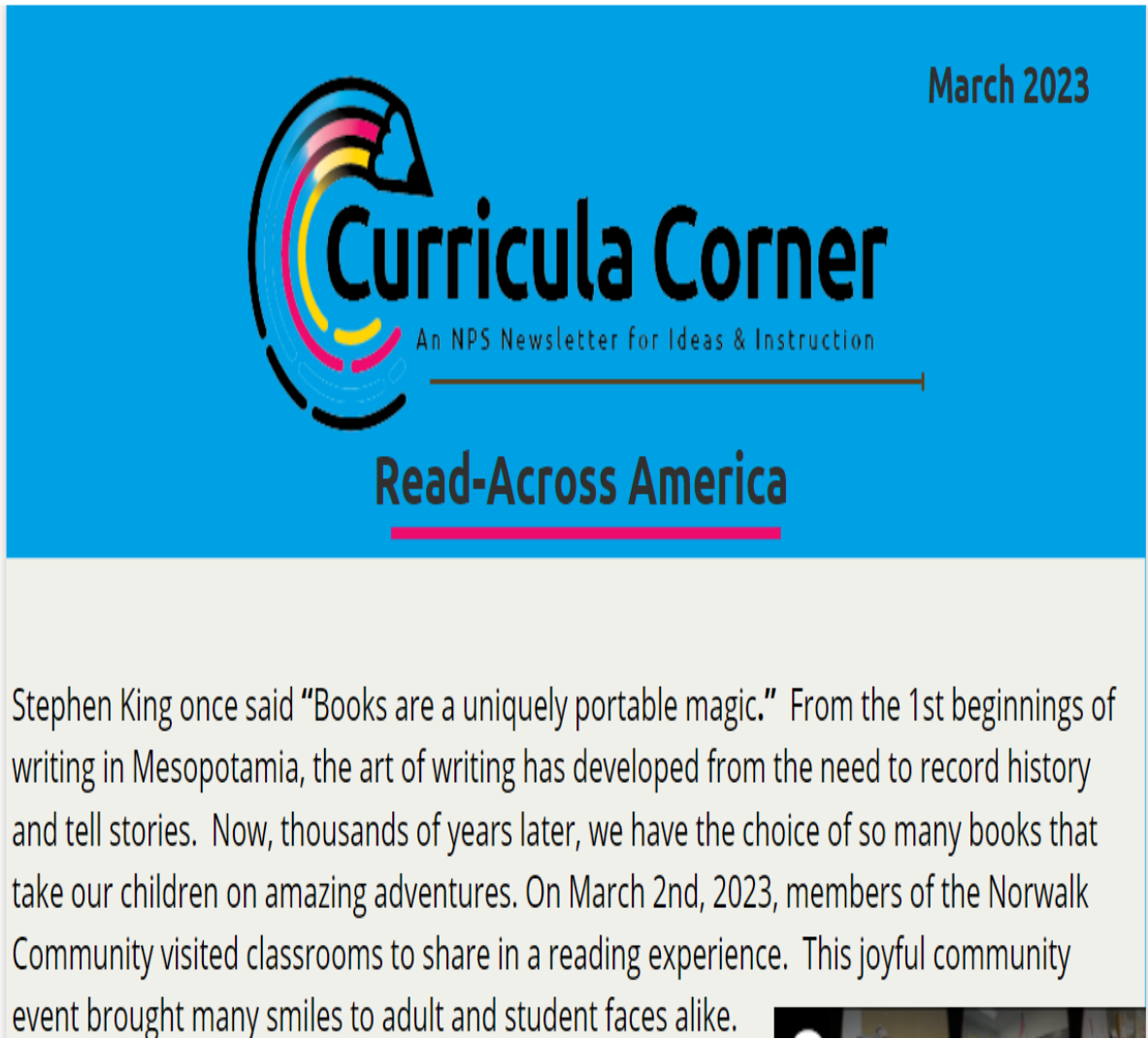


GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, 100% of the NPS pre-K programs will implement a center-based curriculum across all content areas.	Completed	The World of Wonders preschool units will continue to adjust and align to inquiry based learning experiences that align with the CT ELDS. Teachers will be supported with Connecticut's Documentation and Observation for Teaching System or CT DOTS in order to effectively gather student data and plan accordingly for student learning and engagement.



# Curricula and Professional Development

- Provided a plethora of professional development that aligns with the district mission, vision and theory of action.
- The Curricula Corner is published every month.
- UnboundEd Partnership
- Qualitative Data
  - Our overall satisfaction rate scored at **79% positive**.
- Quantitative Data
  - As of June 2023, the percentage of students in math K-10 above the 60<sup>th</sup> percentile is 34.6% compared to 30% in June of 2022.
  - As of June 2023, the percentage of students in reading K-10 above the 60<sup>th</sup> percentile is 39.7% compared to 36.3% in June of 2022.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, 90% of teachers will participate in a minimum of four district-wide professional development days to improve teacher practice and student outcomes as measured on NWEA and districtwide interim assessments.	Completed	By June 2024, 90% of teachers will participate in a minimum of four district-wide professional development days to improve teacher practice and student outcomes as measured on NWEA and districtwide interim assessments.

# Curricula and Professional Development

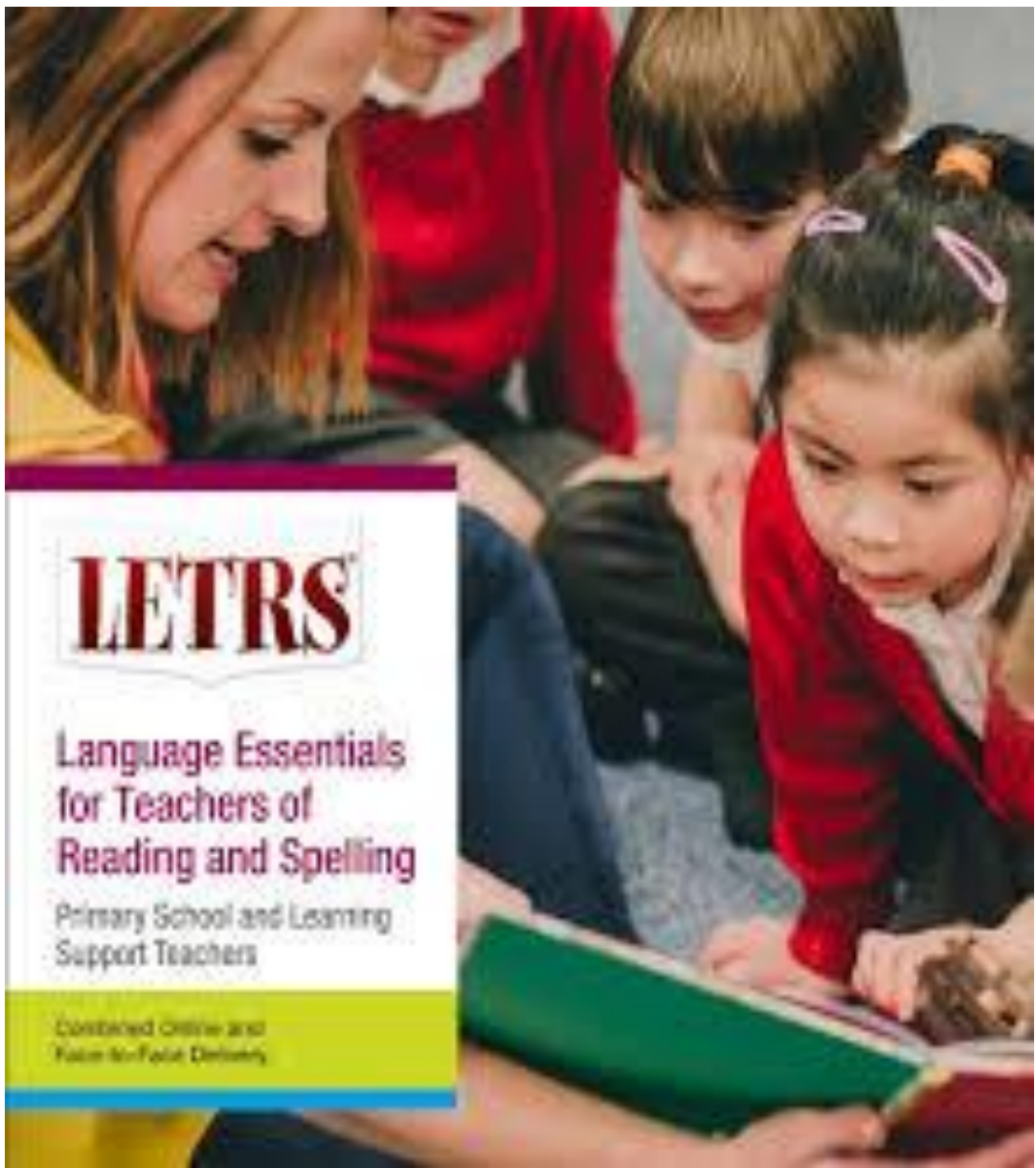
- Two cohorts of educators are completing their ISTE (International Society for Technology Educators) Certification. The process includes a series of classes through the school year and portfolio submission of evidence that the educator highlights how they demonstrated their integration of the ISTE standards into instructional practice. The cost for the coursework and certifications were covered through a grant we received over the summer of 2022.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By August 2023, two cohorts of certified staff (27) will receive instruction and complete their ISTE Certification	Completion date: August 31, 2023	Have our ISTE Certified teachers act as mentors to other teachers in gaining their ISTE certification.

# Develop Teacher Professional Capacity to Teach Reading

- LETRS (Language Essentials for Teachers of Reading and Spelling)
- Cohorts I and II completed training for the 4-part Professional Learning series and all units will be completed.
  - 61 educators will complete the training by the end of the year

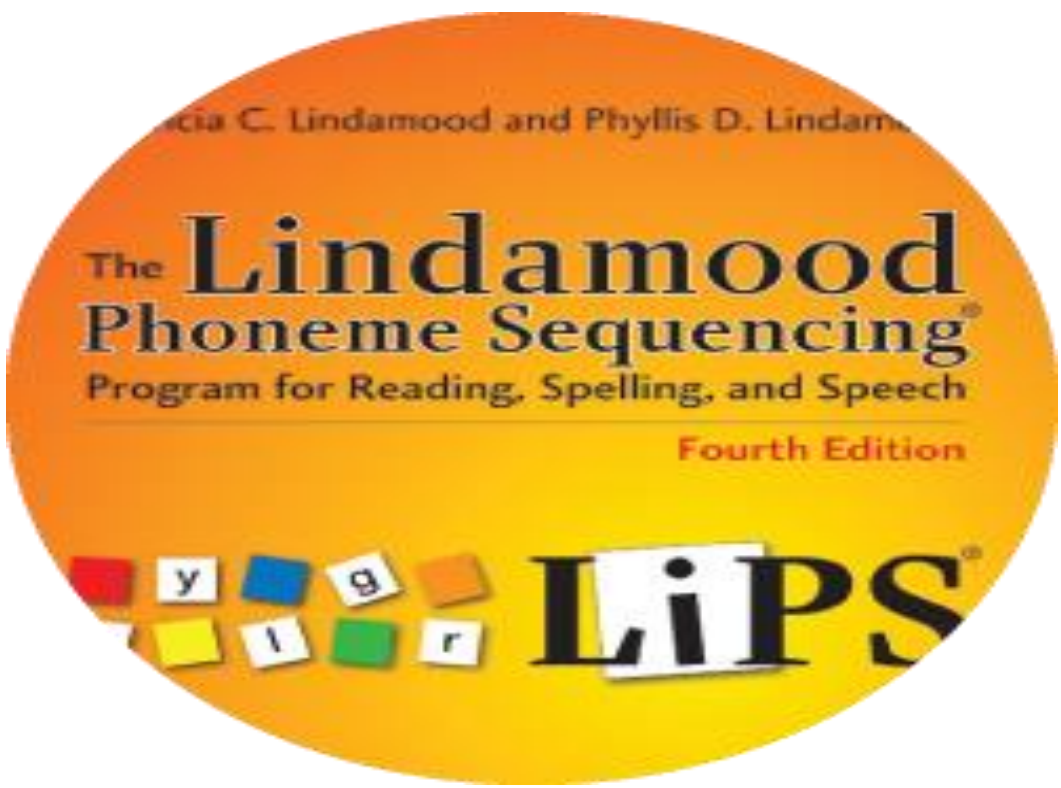


GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, 60 educators will graduate with 4 units of study in LETRS training, and 30 educators will complete units 1 and 2 to continue to develop teacher capacity in the science of reading.	Completed	By June 2024, 40 participants from LETRS Cohort III will complete 4 units of study within the LETRS coursework.



# Develop Teacher Professional Capacity to Teach Reading

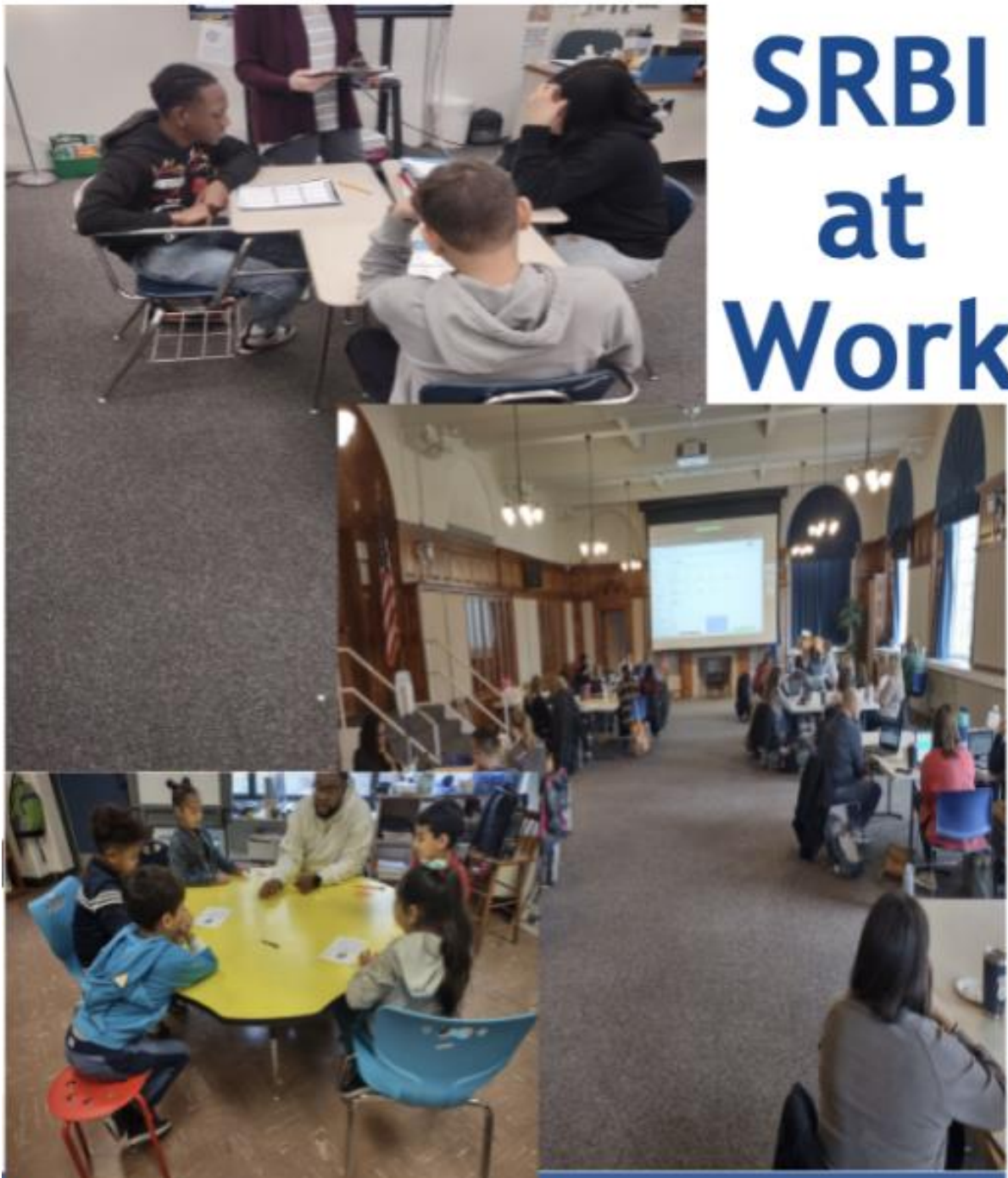
- Introduction to dyslexia training - November 8
- Introduction to Wilson Training-SERC- (25 teachers)
  - Multisensory approach to decoding and encoding words
- Lindamood Bell Training - (25 teachers)
  - Multisensory approach to reading comprehension



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, 95% of staff will participate in an introduction to dyslexia training.	Completed	By June 2024, the Department of Specialized Learning will audit the number of students identified as having SLD/Dyslexia to ensure they are identified appropriately per new eligibility requirements.

# SRBI

- A K-8 WIN block was built in for all schools 30 minutes a day to support all students.
- Implemented training in programs for intervention and enrichment.
- Implemented two walkthroughs at each school to build district-wide protocols.
- Improvement teachers have been receiving bi-monthly professional developments and worked in teams for Professional Learning Communities.
- The number of students required for summer academy has decreased by 18.2%.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, 90% of schools will continue to build common language to establish closer alignment with SRBI practices as measured by a decrease in students required for the summer academy.	Completed	By June 2024, the SRBI and Gifted and Talented teams will develop enrichment programs and opportunities to challenge and extend student learning in Grades



# Specialized Learning

- The Department of Specialized Learning provided professional learning in the area of Quality IEP writing and Technical Training of all staff.
  - One expert user in every building.
  - Trainings provided for all specialized learning staff.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, 100% of student IEPs will be transitioned to the new CT-SEDS platform.	Completed	By June 2024, 100% of all general education teachers will receive Quality IEP Training per CT-SDE.



# Specialized Learning

- Professional Development
  - CT-SEDS Training
  - Co-Teaching
- Specialized Programs Development
  - Building capacity
  - IEP/PPT Review
  - Staffing Systems
    - Bridging Systems
- Meetings
  - New IEP Platform
  - Initial Referral Process
- Reviews/System Updates
  - OOD/Settlement Audit
- Parent Engagement
  - Executive Director Round Table



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, implement year two of the 2020 audit to focus on a minimum of four key domains: <ul style="list-style-type: none"><li>- Coherence, Missed Services, Service not a place, Mindset</li></ul>	Completed	By June 2024, implement year three of the 2020 audit to focus on a minimum of four key domains: <ul style="list-style-type: none"><li>• Coherence</li><li>• Missed Services</li><li>• Service, not a place</li><li>• Mindset</li></ul>

# SEL and Counseling

- Developed Scope and Sequence (Grades K-12)
- Completion of the curricula (Grades 6- Health 2)

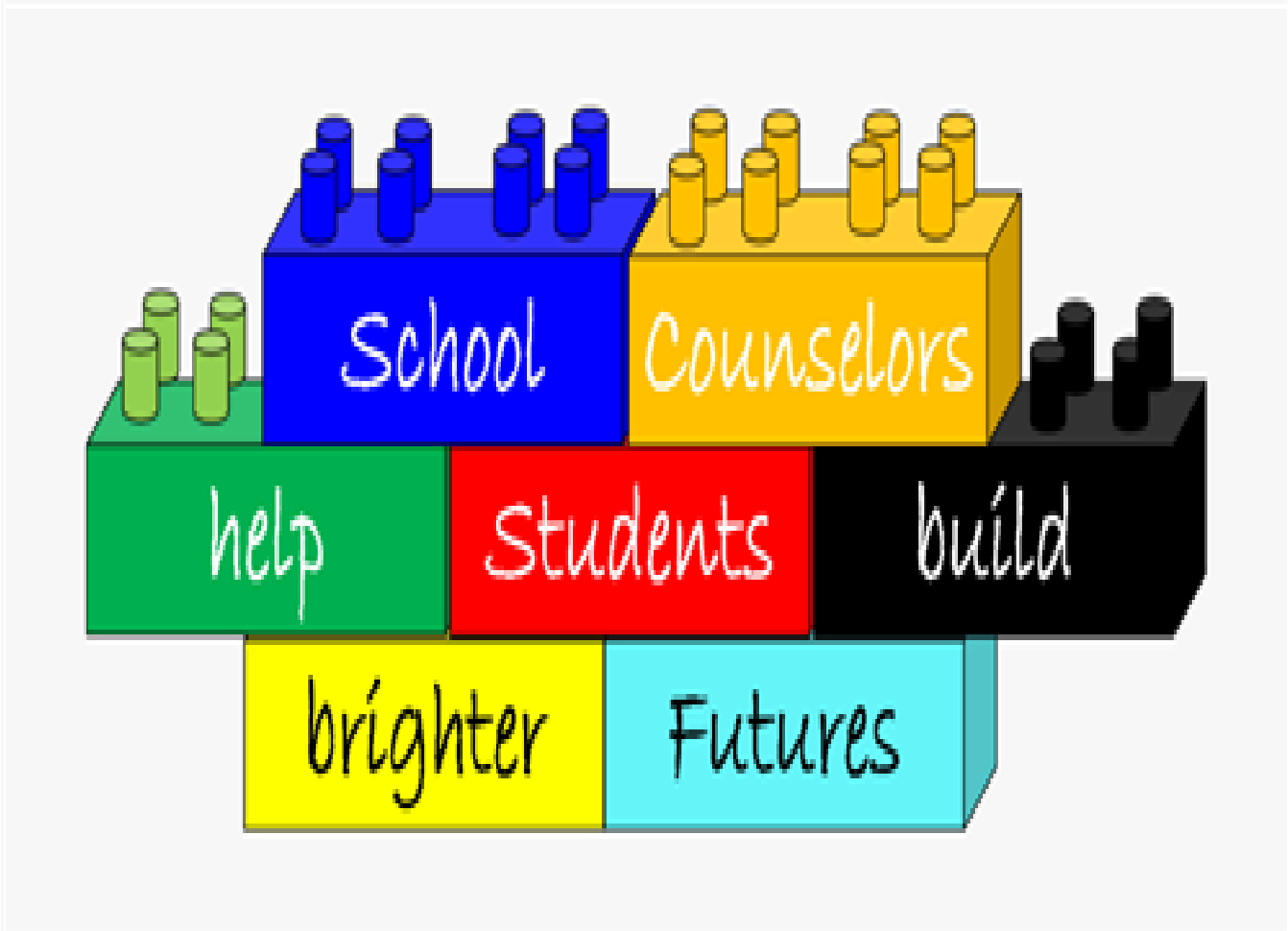
Grade 6		
	Unit 2 Skill Content	
Health Standard 6) Health Health and Health and	<u>Influences on My Health</u>  <u>Analyzing Influences (Standard 2)</u> <i>Healthy Eating and Physical Activity</i> <b>Essential Questions:</b> <ul style="list-style-type: none"><li>• Who and what influences me?</li><li>• How are internal and external influences impacting my values, beliefs, behaviors?</li><li>• How can I examine my influences to support health and well-being?</li><li>• How can I nourish my physical health with food and physical activity?</li></ul>	<u>Communicating for Well-Being</u>  <u>Interpersonal Communication (Standard 3)</u> <i>Healthy Relationships</i> <b>Essential Questions:</b> <ul style="list-style-type: none"><li>• How do I build a relationship?</li><li>• What are the benefits of a healthy relationship?</li><li>• How do I communicate effectively?</li></ul>
Grade 7		
	Unit 2 Skill Content	
Support Health & Well-Being Standard 3)	<u>Communicating for Well-Being</u>  <u>Interpersonal Communication (Standard 4)</u> <i>Safety and Violence Prevention</i>	<u>Adolescent Development</u>  <b>Essential Questions:</b>

GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, review and revise the Health and Physical Education program with an emphasis on social-emotional learning practices that increase well- being.	Completed	<p>By June 2024, revise the Physical Education program with an emphasis on social-emotional learning practices that increase well-being.</p> <p>By June 2024, 100% of middle and high school Health teachers will implement the new units of study and provide feedback on implementation.</p>



# SEL and Counseling

- All schools have counseling support
  - Elementary - SEL lessons in the classroom
  - Secondary - Clinicians, Drug and Alcohol Counselor, LGBTQ+ Counselor
- Counselor check-ins
  - College and Career Lessons (Kindergarten)
  - Secondary- Mid-Fairfield Clinicians
  - High School - Three check-ins with students



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, 100% of our schools will have counseling support and will implement counseling guidelines tied to the ASCA (American School Counselor Association) model	Completed	By June 2024, implement a school counselor attendance tracking system that measures and supports their role in student success and will result in an increased attendance rate for their students.



# SEL and Counseling

- Wingman Peer-Leadership Program
  - All high schools held leadership assemblies.
  - Elementary Pilot at Fox Run.
- Triangle Community Center
  - 13/13 elementary schools have received the LGBTQ+101 Training.
  - Embedded one counselor supporting secondary schools.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will strengthen individualized student success plans.	By June 2023, expand SEL initiatives (Wingman initiative, Triangle Community, Second-Step) to support students K-12	Completed	By June 2024, develop and implement the Connecticut Comprehensive School Counseling Framework Standards in the Social-Emotional Domain for grades 6.



## 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

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- **Facilities**

- By June 2023, the Facilities Department will develop building-specific action plans for improving facilities, which include training for maintenance staff.
- By June 2023, the Facilities Department will have a plan for securing additional resources for maintenance and preventative care of all school facilities, in accordance with the Efficiency Study.
- By June 2023, the Facilities Department will develop a plan for the Tier I projects in collaboration with the City.

# Facilities

- Norwalk Public Schools has created a three-to-five-year facilities plan in collaboration with finance, and devised a course of action for school upgrades using the data from the Facilities Feasibility Study and the annual building-based facilities review from ISSA.

Appearance Assessment Standard			
Cleaning Level Descriptions		Scores	
Level 1	Orderly Spotlessness	1.0 - 1.9	New Dirt
Level 2	Ordinary Tidiness	2.0 - 2.9	
Level 3	Casual Inattention	3.0 - 3.9	Old Dirt
Level 4	Moderate Dinginess	4.0 - 4.9	
Level 5	Unkempt Neglect	5.0	

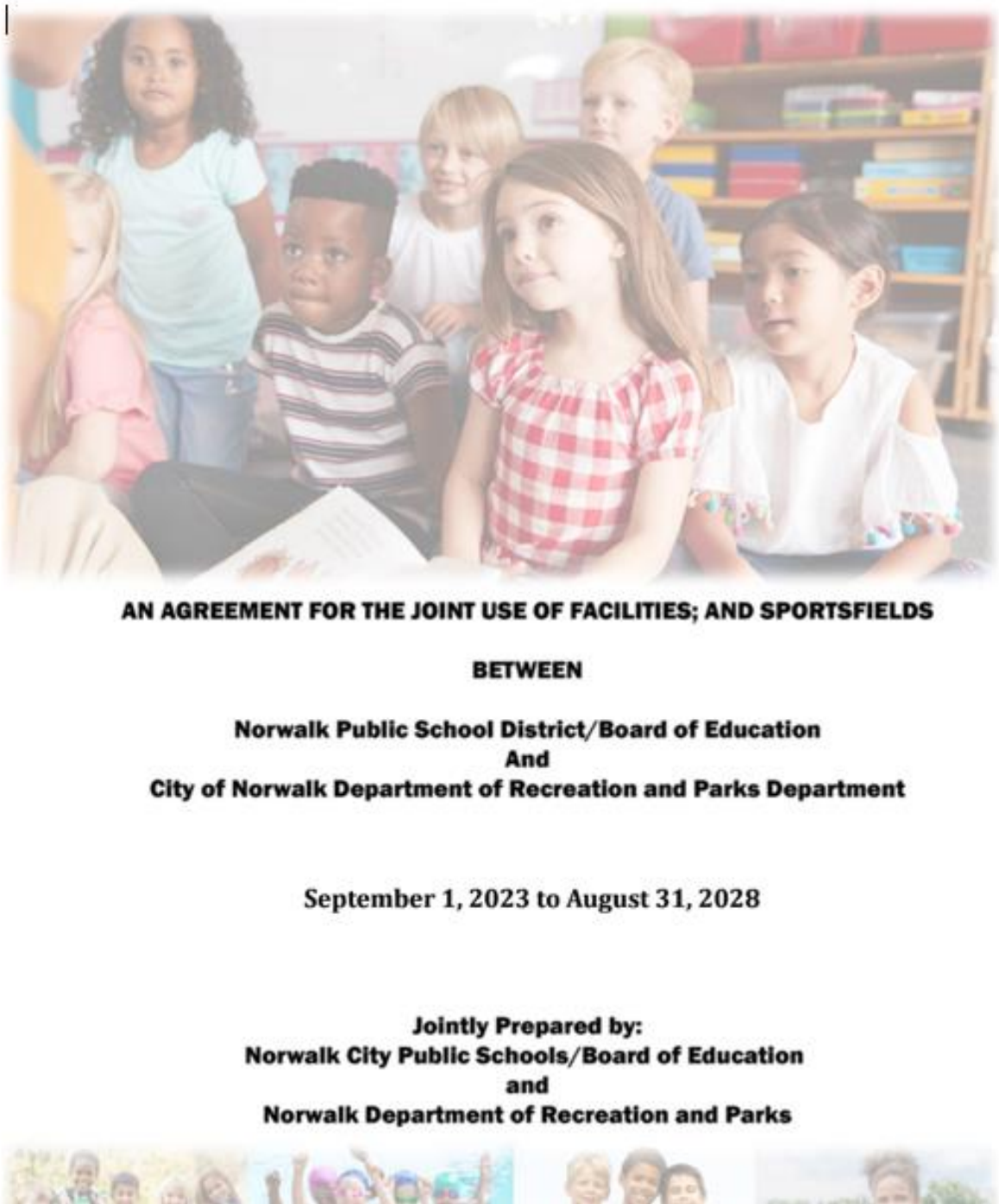
TOTALS					
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-24
SCHOOL GROUNDS NEEDS	\$ 1,062,000.00	\$ 2,215,000.00	\$ 1,205,000.00	\$ 1,142,000.00	\$ 3,544,000.00
SCHOOL BUILDING NEEDS	\$ 3,286,400.00	\$ 1,581,250.00	\$ 2,943,380.00	\$ 1,964,300.00	\$ 5,877,000.00
GRAND TOTALS	\$ 4,348,400.00	\$ 3,796,250.00	\$ 4,148,380.00	\$ 3,106,300.00	\$ 9,421,000.00

GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By June 2023, the Facilities Department will develop building-specific action plans for improving facilities, which include training for maintenance staff.	Completed	Next year, we plan on incorporating the School Safety Infrastructure projects into our Building-Based Facilities Plan.



# Facilities

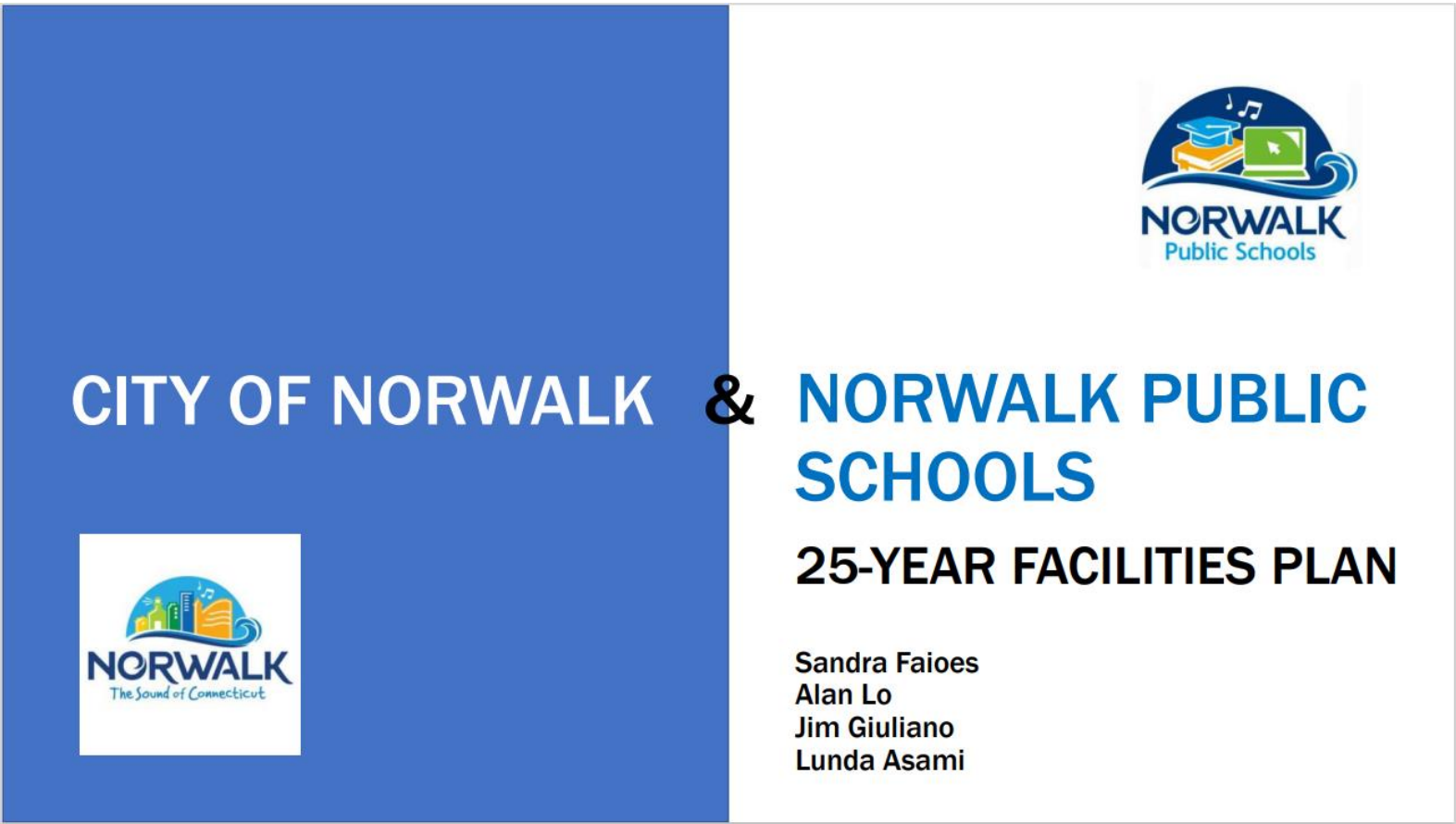
- Norwalk Public Schools District has devised a comprehensive master plan matching areas of need with qualified and efficient subcontractors:
  - Life Safety, Electrical, Mechanical, Grounds, Environmental, General Maintenance & Pest
  - Over 20 vendors
- Better division of labor between DPW, Recreation & Parks and NPS



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By June 2023, the Facilities Department will have a plan for securing additional resources for maintenance and preventative care of all school facilities, in accordance with the Efficiency Study.	Completed	The City and NPS Joint Use of Facilities Agreement will further delineate the role of Recreation and Parks and NPS in maintaining our school grounds.

# Facilities

- A thorough study to determine the feasibility and possible scenarios to complete Tier I objects has been conducted by the City in collaboration with the District.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By June 2023, the Facilities Department will develop a plan for the Tier I projects in collaboration with the City.	Completed	Meetings with the City staff continue to refine the plan, develop a timeline, and articulate a financial plan.





(continued)

## Goal 3

**THE HUMAN RESOURCES, FINANCE, AND BUSINESS AND OPERATIONS DEPARTMENTS WILL HAVE EVALUATED AND STREAMLINED THEIR RESPECTIVE DEPARTMENTS.**



# GOAL 3

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- **Human Resources**

- By June 2023, the Human Resources Department will reduce the processing time for HR transactions and enhance staff experience through enhancements of the Frontline system.
- By June 2023, the Human Resources Department will maintain regular communication with key stakeholders on updated laws and legal interpretation, to reduce district liability.
- By June 2023, the Human Resources Department will expand the recruitment and marketing plan to attract applicants in line with district needs and increase the number of new applicants by 10%.
- By June 2023, the Human Resources Department will increase the retention by reducing staff turnover by 5%.
  - Develop ongoing staff roundtables
  - Continue 'meet & greet' meetings with school staff
  - Rollout New Beginning Orientation for new Administrators

- **Finance**

- By June 2023, Finance Department will incorporate Specialized Learning into Student Based Budget
- By June 2023, Improve the final budget book to make it a more attractive and user- friendly presentation of the district budget by 9/30/2022 and use the book as communication tool for FY24 budget development
- By June 2023, Realign finance staff to support enhanced SBB support both in budgeting and year-round budget support.
- By June 2023, Develop a Resource Allocation Plan

# GOAL 3

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- **School Safety**

- By June of 2023, the Operations Department, in collaboration with IT, will identify and put in place an incident Reporting Platform that interfaces directly with PowerSchool and provides actionable data for school leaders on behavior management
- By June of 2023, the Operations Department, in collaboration with the Director of School Counseling, will provide professional development on improving and maintaining positive school climate.
- By June of 2023, the Operations Department, will increase security infrastructure (Phase I of door alarms and added cameras).



# GOAL 3

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- **Model Policy Implementation**

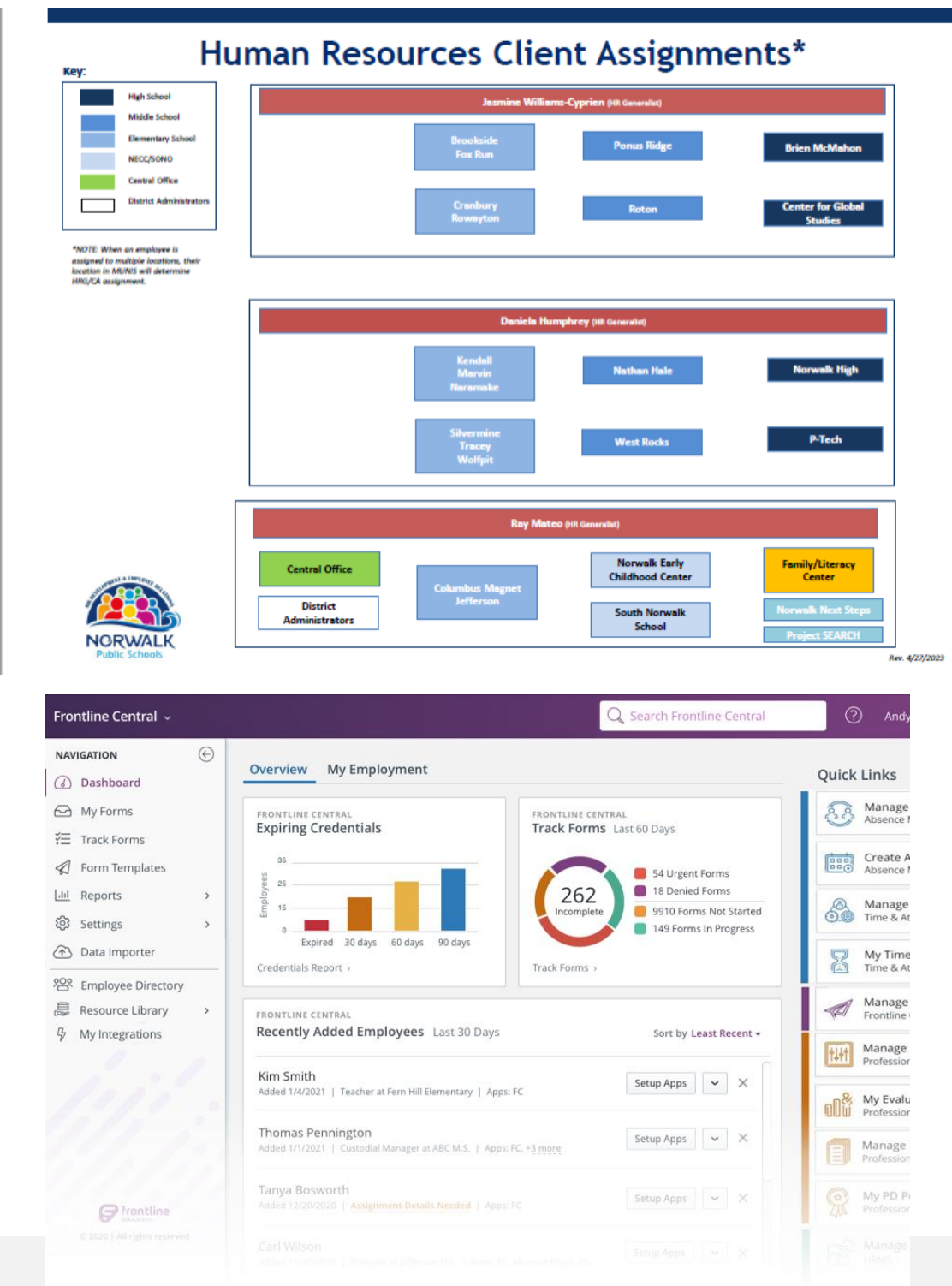
- By June of 2023, create and implement model policies to improve all our departments and processes.

- **Digital Learning Strategic Plan**

- By June of 2023, create a Strategic Plan for Educational Technology as recommended through our Evergreen Efficiency Study.

# Human Resources

- Our HR team in collaboration with Finance has made changes to improve hiring, using Frontline's software for faster requests and approvals.
- We've also restructured the HR Generalist's client assignments for more responsive transactions. This has enhanced onboarding and customer service district-wide.



GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, the Human Resources Department will reduce the processing time for HR transactions and enhance staff experience through enhancements of the Frontline system.	Completed	We're implementing Frontline Central, a software that consolidates employee information in one place. It'll improve onboarding efficiency, streamline workflows, and promote compliance culture. This solution will optimize operations and enhance performance.

# Human Resources

- Attendance at monthly Principal's meetings to provide guidance and support to building administrators.
- Implementation of second version of Employee Handbook.
- Increased consistency in communication to other Central Office departments and building administrators to ensure compliance with collective bargaining agreements.



EMPLOYEE HANDBOOK

2022-2023 Academic School Year

Barbara Namani  
namani@norwalkps.org

GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, the Human Resources Department will maintain regular communication with key stakeholders on updated laws and legal interpretation, to reduce district liability.	Ongoing	Continue to collaborate with the instructional leadership team and other stakeholders.



# Human Resources

- The Human Resources team has expanded its recruitment efforts by attending local, regional and nation career fairs.
- We have also built stronger relationships with colleges and universities in the tri-state area.
- These efforts have led to a 61% reduction in vacancies compared to the previous year. We plan to continue these recruitment efforts to fill all vacancies.



GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, the Human Resources Department will expand the recruitment and marketing plan to attract applicants in line with district needs and increase the number of new applicants by 10%.	Ongoing	We intend to collaborate with the Communications department to revamp our social media presence and elevate our recruitment efforts.

# Human Resources

- By analyzing exit interview data, we have identified the reasons behind staff departures.
- This data-driven approach is helping us develop creative solutions to address employee concerns and ensure they feel supported and valued.
- Currently, we are working hard to develop a comprehensive plan to retain our valuable staff within the district.

## Introduction To The Exit Interview Survey

The goal of this exit survey is to gain valuable insights and feedback on your perspective about the district so we may continue to evolve and improve the overall employee experience. Depending upon your responses, a Human Resources representative may follow up with you to:

1. Ask further questions to get clarity on your responses.
2. Set expectations on what you can expect going forward.
3. Answer any questions you may have in preparation for your upcoming transition.

After filling in basic demographic data, please click on the response to each question that you feel best matches your employment experience within the district with the options being -

- 1 - Almost Always Untrue
- 2 - Often Untrue
- 3 - Sometimes Untrue/Sometimes True
- 4 - Often True
- 5 - Almost Always True

Thanks for taking the time to share your valuable perspective.

- Human Resources Team

GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, the Human Resources Department will increase the retention by reducing staff turnover by 5%. <ul style="list-style-type: none"><li>◦ Develop ongoing staff roundtables</li><li>◦ Continue 'meet &amp; greet' meetings with school staff</li><li>◦ Rollout New Beginning Orientation for new Administrators</li></ul>	Ongoing	Next year, we plan to develop a committee which would include key stakeholders to help address staff retention.



# Finance

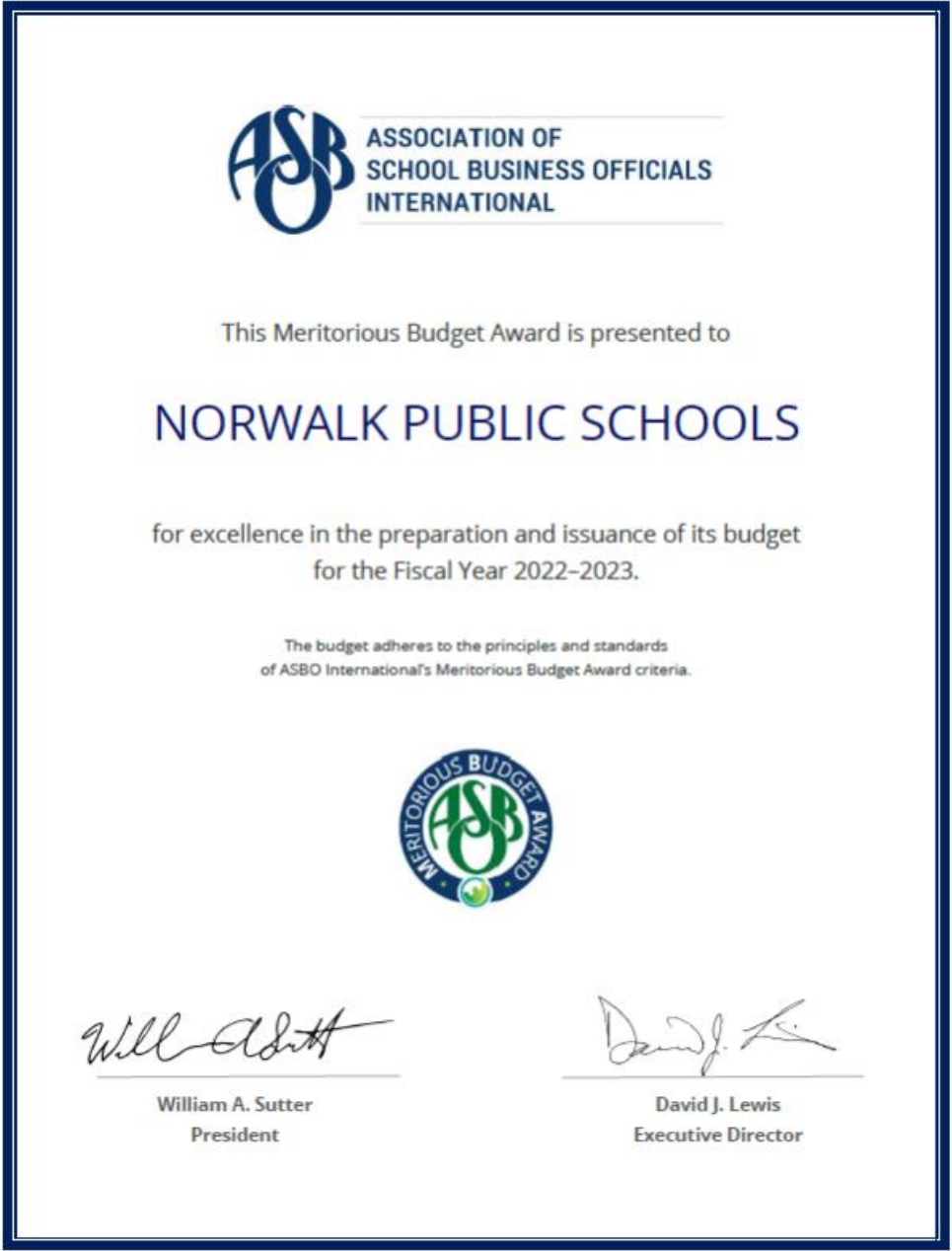
- The Student Based Budgets (SBB) have begun incorporating specialized learning expenses within each school budget allowing for better management and tracking of expenses and services at the school level.



GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, Finance Department will incorporate Specialized Learning into Student Based Budget	Completed	Will continue to enhance budget monitoring for schools.

# Finance

- The Student Based Budgets (SBB) have begun incorporating specialized learning expenses within each school budget allowing for better management and tracking of expenses and services at the school level.



GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, Improve the final budget book to make it a more attractive and user-friendly presentation of the district budget by 9/30/2022 and use the book as communication tool for FY24 budget development	Completed	Will continue to enhance budget and financial reporting.



# Finance

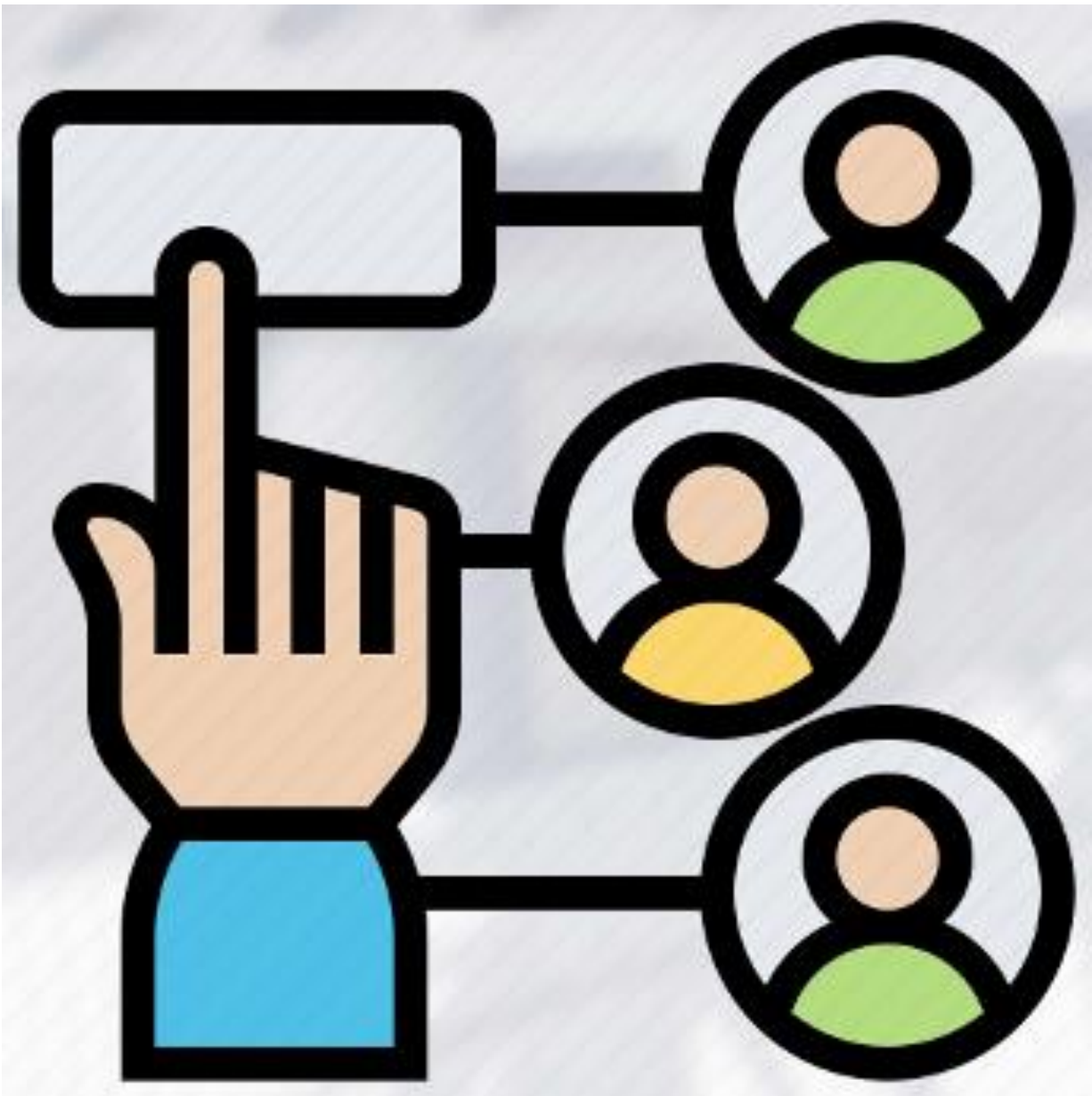
- All schools now have a designated staff person working with the schools to manage their Student Based Budgets (SBB).



GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, Realign finance staff to support enhanced SBB support both in budgeting and year-round budget support.	Completed	Will continue to enhance budget monitoring for schools.

# Finance

- Develop a Resource Allocation Plan to ensure that staffing resources are equitably distributed through district schools.



GOAL	ITEM	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June 2023, develop a Resource Allocation Plan to ensure that staffing resources are equitably distributed through district schools.	Phase I complete	Phase II will involve finalizing the remainder of resource allocation template.



# School Safety

- NPS has invested in a program called MBA Plugins. This platform will expand the incident reporting capabilities within PowerSchool to enhance our capacities in reporting, tracking, and communicating data on student behavior.



GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June of 2023, the Operations Department, in collaboration with IT, will identify and put in place an incident Reporting Platform that interfaces directly with PowerSchool and provides actionable data for school leaders on behavior management.	Completed	Train staff on the number of fields available through Log Entries, including identifying trends, making timely responses, and follow-up to behavior incidents.

# School Safety

- The Operations Department, in collaboration with the Education Administrator for School Counseling and Social Services, has provided professional development on improving and maintaining positive school climate.

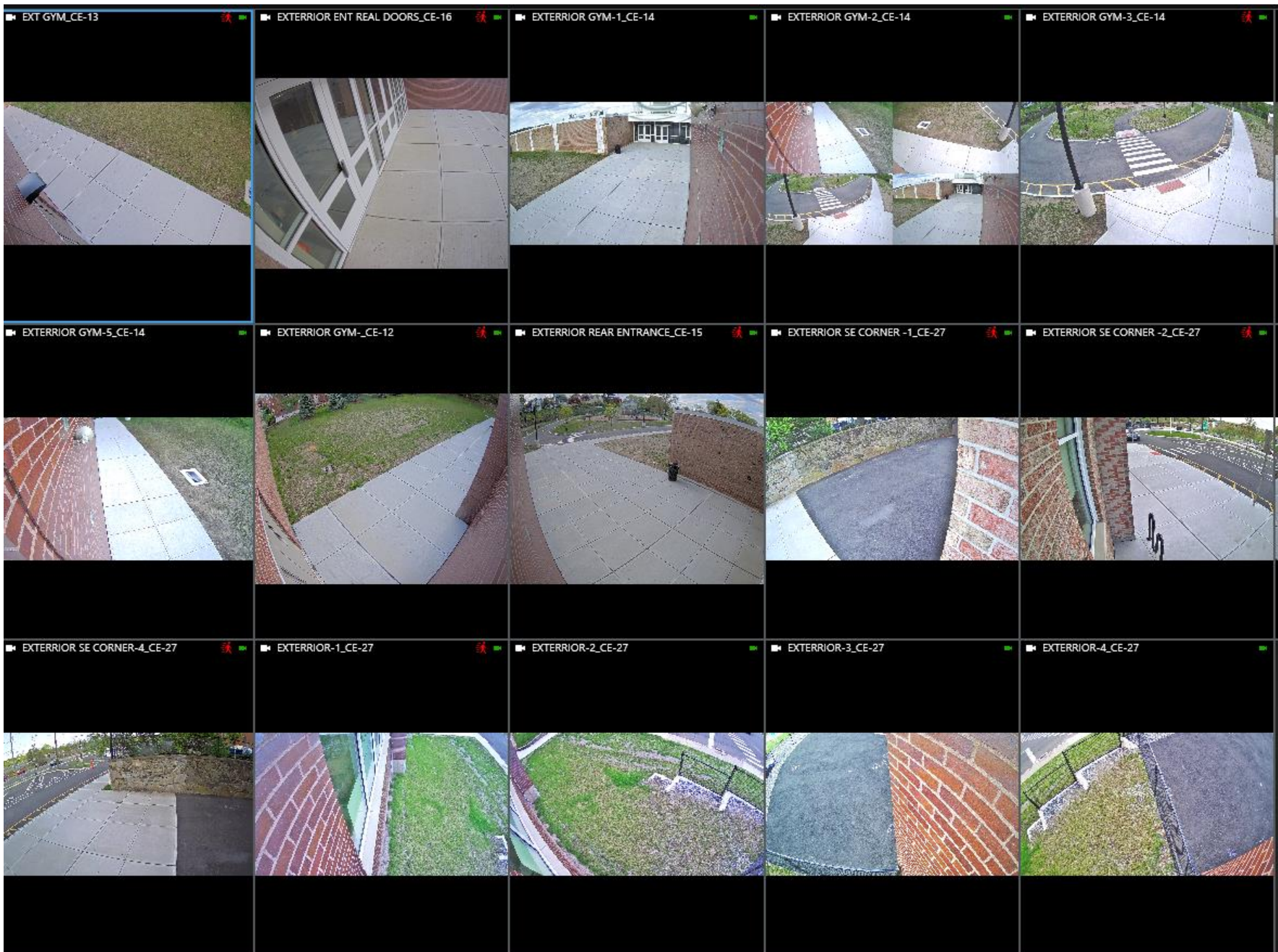


GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June of 2023, the Operations Department, in collaboration with the Director of School Counseling, will provide professional development on improving and maintaining positive school climate.	Completed	Next year, we plan on providing a series of workshops led by CT Center for School Change on Multi Tiered Behavior Interventions to our school leaders.



# School Safety

- Phase I- Door alarms for five elementary schools & additional cameras for high schools:
  - Door alarms will be installed by Tone Klear Sonics by fall SY23/24
  - Thirty alarms for both high school campuses (OMNIDATA)




GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June of 2023, the Operations Department, will increase security infrastructure (Phase I of door alarms and added cameras).	Completed	We have secured the capital funds for Phase II of our School Safety District-Wide Initiatives. This will include: Door alarms for six elementary schools & additional cameras at middle schools, & Mutual Link

# Model Policy Implementation

- Over the course of the 22-23 school year, NPS has updated our policies by removing our old policies, implementing a new set of model policies and reviewing old policies to see which policies should be reinstated. The new policies were to be populated on the website in our BoardDocs platform.

Norwalk Public Schools 125 East Avenue, Norwalk, CT 06852 | Phone 203-854-4000



Search Active Policies

Book: New Policy Manual

1000 - Community Relations

2000 - Administration

3000 - Business and Non-Instructional Operations

4000 - Personnel

5000 - Students

6000 - Instruction

9000 - ByLaws of the Board

GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June of 2023, create and implement model policies to improve all our departments and processes.	Completed	Create a calendar to continue to review and update model policies



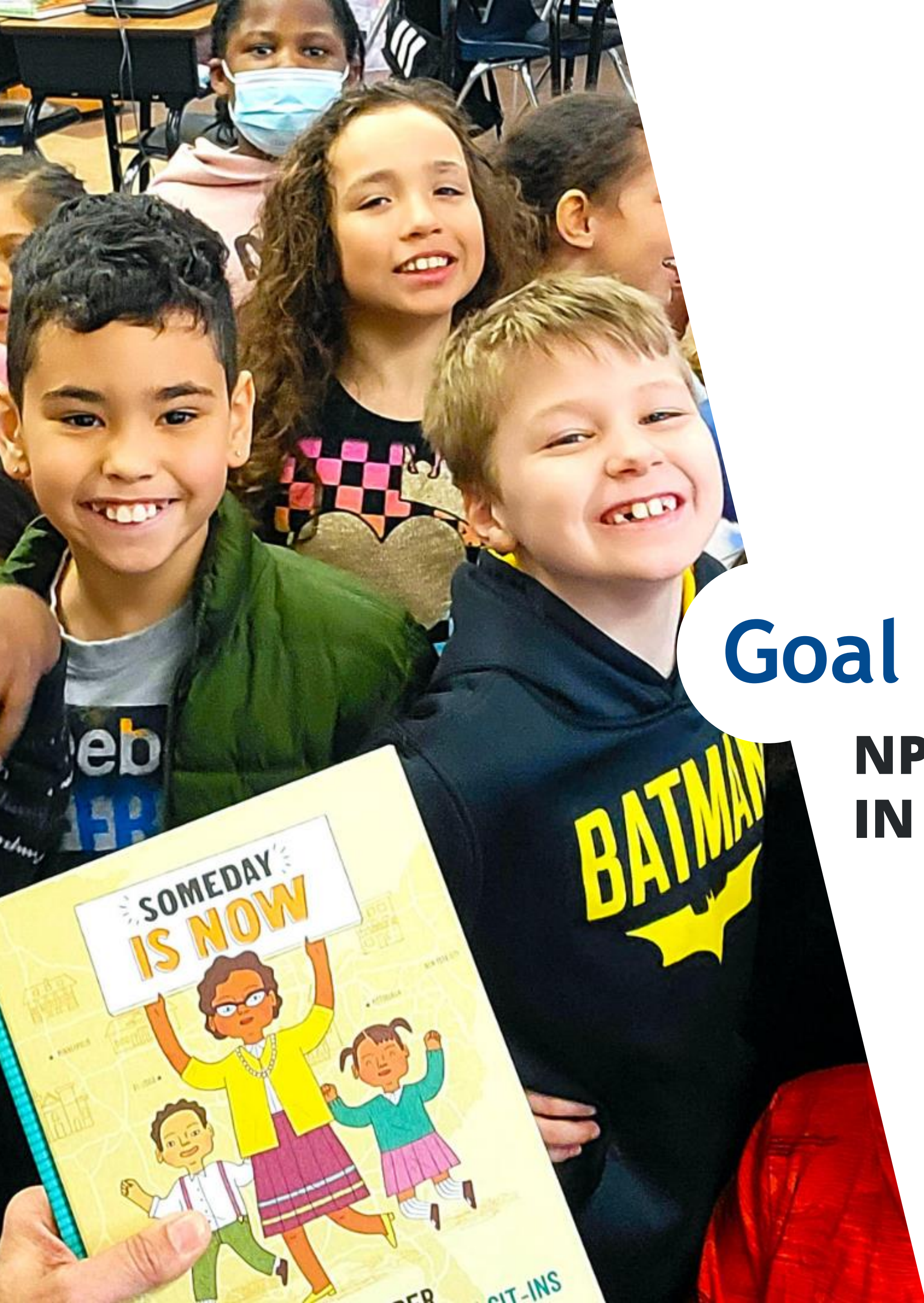
# Digital Learning Strategic Plan

- To assure that students are future ready when they graduate, a digital learning strategic plan needed to be in place that helps to address how we manage our technology and educate our staff and in the use of technology. A technology plan was also recommended by Evergreen in their 2022 efficiency report. These factors led us to take this school year to create and implement a digital learning strategic plan which focused on our digital infrastructure, digital learning, our LMS's and data/software systems.



GOAL	SUBGOAL	STATUS	NEXT STEP
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.	By June of 2023, create a Strategic Plan for Educational Technology as recommended through our Evergreen Efficiency Study.	Completed	This plan is a living document and through the advisory group and other feedback, we will continue to revisit the plan and adjust as necessary.





## Goal 4

**NPS WILL CULTIVATE INSTRUCTIONAL LEADERSHIP  
IN ALL SCHOOL BUILDINGS**



# GOAL 4

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- **Instructional Leadership**
  - By June 2023, 100% of schools will facilitate a minimum of four professional learning cycles focused on data-driven instruction and scaffolds for meeting the needs of diverse learners, resulting in improved outcomes for subgroups on NWEA and districtwide interim assessments.
- **Teacher Feedback**
  - By June 2023, 100% of school-based administrative teams will engage in a minimum of five calibrations processes to ensure that feedback and support to teachers is aligned, actionable and timely to achieve increased accuracy in calibration.
- **Cycles of Improvement**
  - By June 2023, 90% of schools will have engaged in a minimum of one cycle of support to improve teacher practices and student outcomes as measured on NWEA and districtwide interim assessments.
- **Human Resources (HR) Related Leadership and Development**
  - By June 2023, 100% of principals will engage in a minimum of three HR-related professional learning sessions to ensure that all regulations regarding staffing and staff protocols are implemented with fidelity in all schools.

# Instructional Leadership

- School leaders developed and facilitated professional learning cycles to establish and strengthen various data-driven structures at their schools. As a result, teacher teams engage in a plan-do-study-act cycle to analyze student work and data to make instructional adjustments to meet the needs of students.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will cultivate instructional leadership in all school buildings	By June 2023, 100% of schools will facilitate a minimum of four professional learning cycles focused on data driven instruction and scaffolds for meeting the needs of diverse learners, resulting in improved outcomes for subgroups on NWEA and districtwide interim assessments.	Completed	Next year, it will be critical for the work to focus on planning standards-based instruction and supporting all students to meet the rigor of the standards. This work will be supported by a continued focus on data driven instruction.



# Teacher Feedback

- School leaders focused on providing actionable, timely and timebound feedback to teachers to facilitate their growth. Professional learning was provided to support their ability to implement high quality feedback. As a result, most administrators are now providing feedback that is supporting improvement in teacher practice.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will cultivate instructional leadership in all school buildings	By June 2023, 100% of school-based administrative teams will engage in a minimum of five calibrations processes to ensure that feedback and support to teachers is aligned, actionable and timely to achieve increased accuracy in calibration.	Completed	Since most feedback to teachers has become procedurally accurate, we will continue to support the implementation of the procedure while focusing on the quality of the feedback and the impact of the feedback on teacher growth and improvement.



# Cycles of Improvement

- The cycle of support refers to a systematic process for school and district leaders to collaborate on refining instructional practices to improve student outcomes. As of May 1, 11 cycles have been completed, 17 are ongoing, and 2 elementary schools will participate in their cycle launch by June 2023. As a result, teacher teams that have engaged in a cycle have been able to better tailor their instruction to meet individual student needs.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will cultivate instructional leadership in all school buildings	By June 2023, 90% of schools will have engaged in a minimum of one cycle of support to improve teacher practices and student outcomes as measured on NWEA and districtwide interim assessments	Completed	Next year, we will continue to develop the capacity of district staff and school leaders to implement cycles of improvement effectively and independently with their Instructional Leadership Team.



# Human Resources Related Leadership and Development

- Periodic attendance at monthly Principal's meetings to provide guidance and support to building administrators.



GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will cultivate instructional leadership in all school buildings	By June 2023, 100% of principals will engage in a minimum of three HR-related professional learning sessions to ensure that all regulations regarding staffing and staff protocols are implemented with fidelity in all schools.	Completed	Continue to work with the Instruction Leadership Team to provide necessary training for school leaders.





## 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

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- **STEAM Learning**

- By April 2023, 100 % of the two grade levels will have implemented new STEAM integrated units of study. Pre and post-tests will be used for each unit as a metric.
- By June of 2023, build Three Verizon Innovative Learning Labs for our middle school students

- **Individualized Learning**

- By June of 2023, 100 % of K-8 students will have received instruction in digital citizenship and research skills to be measured through the administration of pre- and post-assessments.
- By June of 2023, 85% of classes taken by students will have a minimum grade point average of 2.5.
  - By June 2023, schools will develop and implement systems and structures for Excellence, Equity and Inclusion to ensure that the needs of all students are met.
  - By June 2023, professional development will be designed and coordinated in the areas of equity, social justice, and inclusion.
  - By June 2023, school and district staff will implement high instructional standards for all students.

# GOAL 5

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- **Excellence, Equity and Inclusion: Workforce Development**

- By June 2023, the workforce development team will create systems and structures to support the expansion of career pathways from K-12.

- **Excellence, Equity and Inclusion: Research and Analytics**

- By June 2023, the data, analytics and evaluation team will facilitate the implementation of a district-wide data driven culture through the management and supervision of each school's ability to understand and utilize data to drive instruction.
- Support school leaders by increasing their understanding of the Next Generation Accountability System. The focus is to understand the impact of school performance and growth indices on school category and overall accountability index. Provide school leaders with the background needed to discuss accountability results, analyze outcomes, and use accountability results to guide school improvement.
- By June 2023, NPS will complete 10 School Quality Reviews (SQRs), inclusive of collaboration with a Curriculum and Instruction team member, following the guidelines of the SQR Handbook.
- By May of 2023, 100% of our schools will monitor improvement metrics as defined through our partnership with the Rise Network.



# GOAL 5

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- **Excellence, Equity and Inclusion: Professional Learning**

- Develop Teacher Professional Capacity to provide professional learning to school staff members around standards-based instruction, implicit bias and equity.
  - Provided Professional Development opportunities for staff members (teachers, principals, assistant Principals, coaches etc.) on implicit bias utilizing support from the Equity Institute.
  - Provided Professional Development to coaches and curriculum team in the GLEAM (grade-level, engaging, affirming, and meaningful) Philosophy to support culturally responsive instructional support to teachers in creating safe and supportive learning environments and tasks that meet the needs of ALL students through UnboundEd.
  - Equity teams engaged in professional learning to implement effective strategies to meet identified goals in the school's improvement plan (SIP) and received support and feedback to Improve practices and benchmark progress.

# GOAL 5

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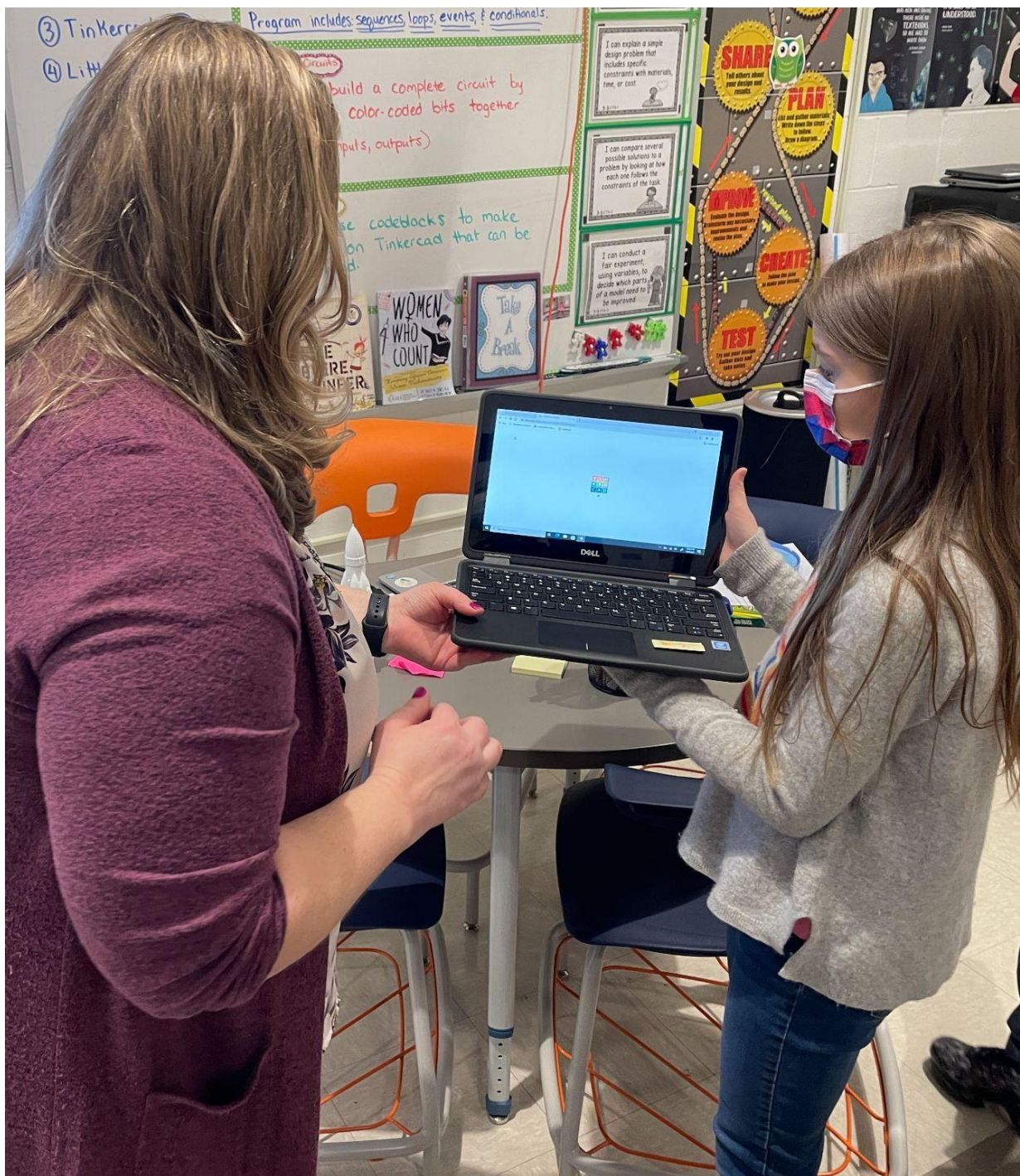
- **Excellence, Equity and Inclusion: Structures**

- NPS will develop and/or refine our instruction programming options to increase opportunities for students and to ensure all students have access to high quality instruction and support.
  - Grading for Equity committee completed research-based book study and made six (6) recommendations to the policy committee for grading policy considerations.
  - Principal visits conducted and feedback provided centered around supports for MLLs, SWDs, boys of color and utilization of data systems (Otus) to support planning and instruction to meet the needs of all learners.
  - My Brother's and Sister's Keeper programs engaging in Rites of Passage mentoring Programs to support academic and social emotional learning.
  - Affinity groups created to support the social emotional development of diverse cultural groups.
  - Districtwide community events (4) celebrating diversity and inclusion.



# STEAM Learning

- LMS, digital and instructional coaches worked with the CT Science Center to develop new science units of study currently being piloted in grades K-8.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By April 2023, 100 % of the two grade levels will have implemented new STEAM integrated units of study. Pre and post-tests will be used for each unit as a metric.	Units were completed. Pre-Post assessments will occur during the 23-24 school year.	Next year NPS will implement the units that were created at each school, so all students benefit from the updated units



# STEAM Learning

- This year, three of our middle schools have received an additional grant through Verizon to expand their one-to-one initiative to include an Innovative Learning Lab focused on VR, AI and 3D printing. Labs have been built and are currently being introduced to staff and students.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By January 2023, our three schools partnered with Digital Promise will each have completed the construction on a Innovation Lab	Completed	Next year, we will continue to work with ASU to implement the curriculum created for the innovation labs.



# Digital Learning

- Digital Learning Coaches worked in collaboration with LMS's to update our digital citizenship curriculum and deliver a series of standardized lessons in digital citizenship and research skills to all students in grades K-8.
- These included pre- and post-test to measure progress.



## Digital Citizens

Use technology safely and responsibly

Use technology to connect and collaborate in positive ways

Respect copyright and provide proper credit for sources used

Make the most of technology to learn, explore, and create!

GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By June of 2023, 100 % of K-8 students will have received instruction in digital citizenship and research skills to be measured through the administration of pre- and post-assessments.	All students are receiving instruction	Next year, we will create and implement additional lessons to the curricula which will focus on computers basic skills

# Future Ready Programs

- NPS has a series of programs that offer students a non-traditional option that is focused on the students needs for students in grades 11-12. Our programs have an enrollment of over 80 students. Programs include our Virtual Academy, Twilight and NAOP.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By June of 2023, 85 % of the classes in the Virtual Academy will equate to a minimum grade of 2.5.	Completed	Next year, we plan on including grade 10 and expanding our courses we currently offer and integrating our Out of School Suspension Program



# Excellence, Equity and Inclusion: Professional Learning

- Various stakeholders groups (principals, assistant principals, teachers, coaches, families and central office staff) engaged in a ten month professional development cycle facilitated by the Equity Institute and utilized resources to turnkey learning to staff to engage in conversation around beliefs and planning for all learner through the lens of equity.




GOAL	SUBGOAL	STATUS	NEXT STEP
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.	Provided Professional Development opportunities for staff members (teachers, principals, assistant Principals, coaches etc.) on implicit bias utilizing support from the Equity Institute.	Completed	Next year, we plan to continue monthly professional development around implicit bias, belief, and culturally responsive pedagogy for Equity Ambassadors and families supported by the Equity Institute and Vibrant Ed.



# Excellence, Equity and Inclusion: Professional Learning

- Teacher and Leadership Cohorts engaged in professional learning around the district focus implementation of data driven culture practices to ensure high quality learning opportunities for all learners supported and facilitated by UnBoundEd that culminated in a Learning Walk to identify impact of GLEAM.
- Recommendations from Learning Walkthrough has driven the instructional and district shift to standards based instruction priority.




**Our Cohort Program trains leadership teams to become change agents for equity-focused instructional practices at every level of the school system.**

At UnboundEd, we believe that sustained and scaled change is possible through the development and aligned actions of educators throughout an organization.


Our Cohort Program consists of the **System Leaders Academy™ (SLA)** and the **Equity Influencer Residency™ (EIR)** which work in tandem to build cohesive alignment and systemic capacity in a school system.

### Cohort Program Components




**Virtual Learning Experience**

2-3 hour live sessions where participants learn and interact with content to help examine and ultimately replace inequitable systems in their district/network.




**Cross-Pollination**

SLA and EIR participants from each district will come together to collaborate on the identified problem of practice.



**Asynchronous Learning Experience**

Participants move through learning at their own pace and at their own time.



**Fireside Chats**

Webinar-style learning experiences with a guest speaker on key topics and a chance for participants to interact and ask questions.

The Cohort Program is for leaders within the central office and within the school building for a year-long learning experience that focuses on creating a culture where students, especially students of color, experience equitable ELA and mathematics instruction on a daily basis.

**This district leader drives implementation within their system by:**

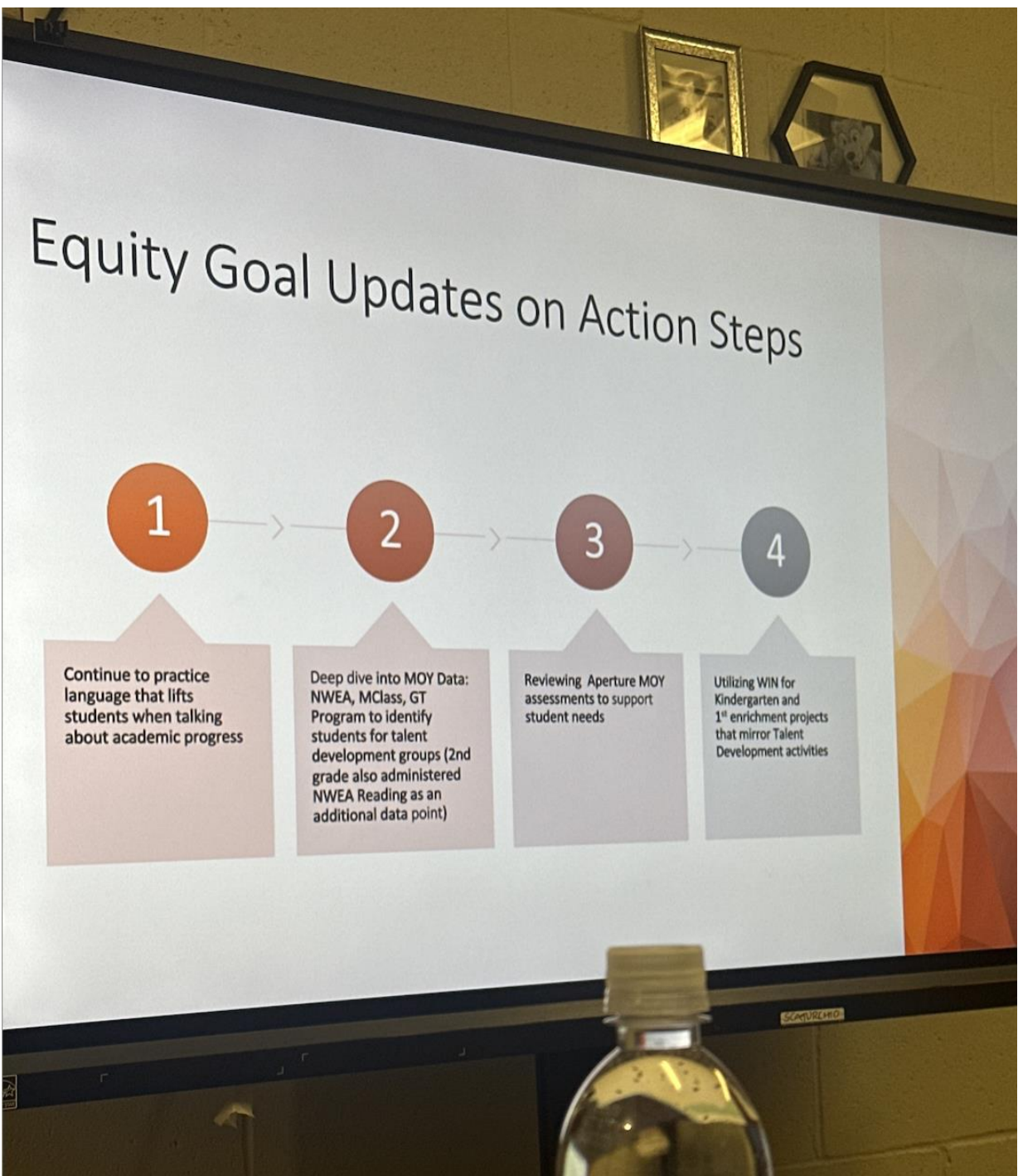
- Providing UnboundEd with district context and documentation beginning in the summer
- Meeting regularly with the UnboundEd team to guide successful program implementation
- Leading meetings and actions in the district to solve for the identified problem of practice

GOAL	SUBGOAL	STATUS	NEXT STEP
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.	Provided Professional Development to coaches and curriculum team in the GLEAM (grade-level, engaging, affirming, and meaningful) Philosophy to support culturally responsive instructional support to teachers in creating safe and supportive learning environments and tasks that meet the needs of ALL students through UnboundEd.	Completed	Next year, the district priority and professional learning will be centered around standards based instruction to ensure learning is grade level, engaging, affirming, and meaningful.



# Excellence, Equity and Inclusion: Professional Learning

- All schools engaged in equity team meetings to progress monitor data for the implementation and impact of strategies to address disproportionality in student discipline, enrollment in AP/GT/Honors courses, special education and/or MLL academic achievement, or belief and mindsets of staff member development.

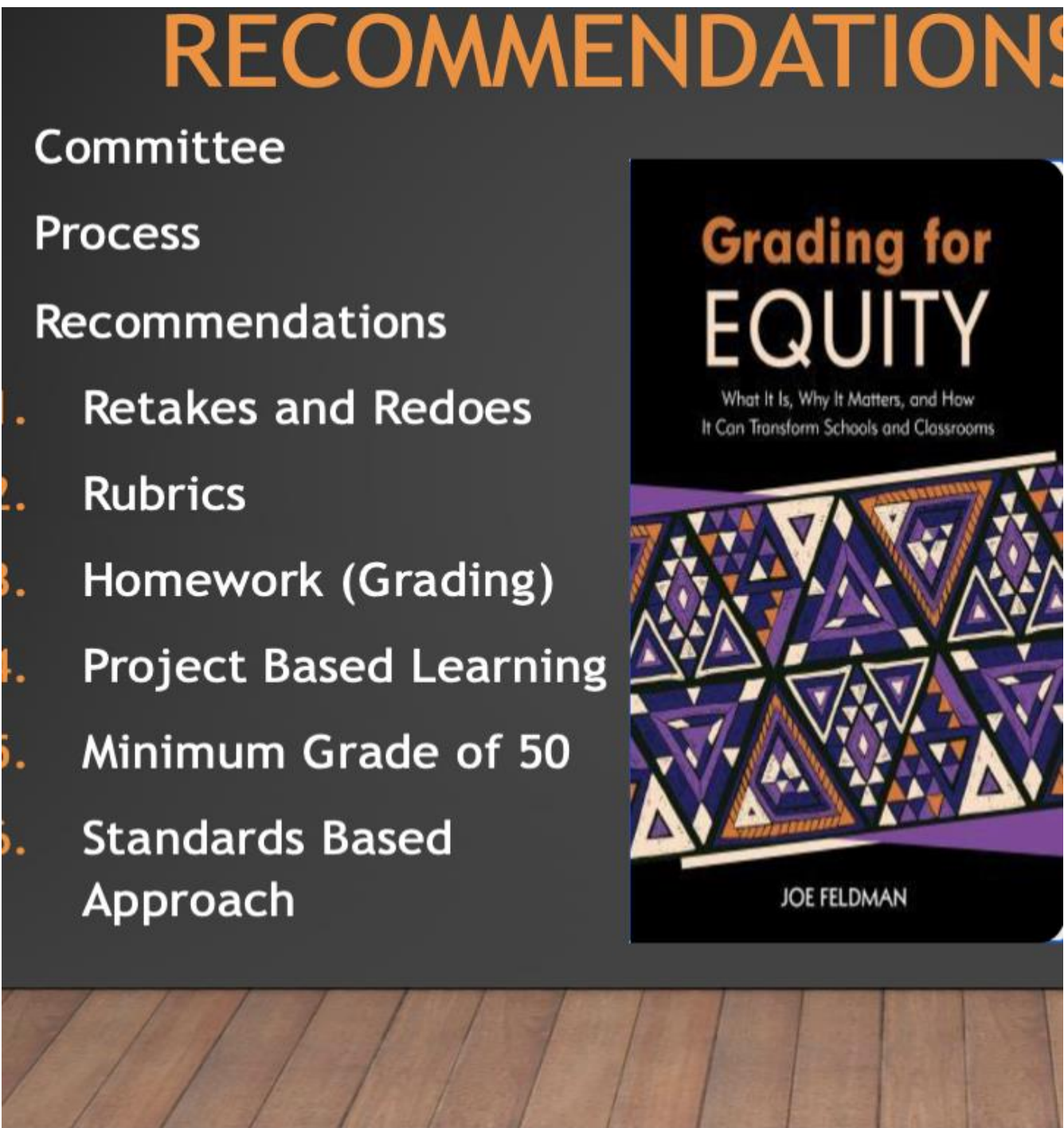


GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will develop and/or refine our instructional programming options to increase opportunities for students and to ensure all students have access to high quality instruction and support.	Equity teams engage in professional learning to implement effective strategies to meet identified goals in the school's improvement plan (SIP) and received support and feedback to Improve practices and benchmark progress.	Completed	Next year, all schools will prioritize equity goals and practices that specifically speak to data of disproportionality related to their individual schools that will be supported, approved and monitored by CO.



# Excellence, Equity and Inclusion: Structures

- The Grading for Equity Committee composed of various stakeholders completed the book study of Grading for Equity by Joe Feldman and reached consensus around six (6) recommendations that were presented to the Social Justice Ad-Hoc Committee and the Policy committee for review and potential adoption.

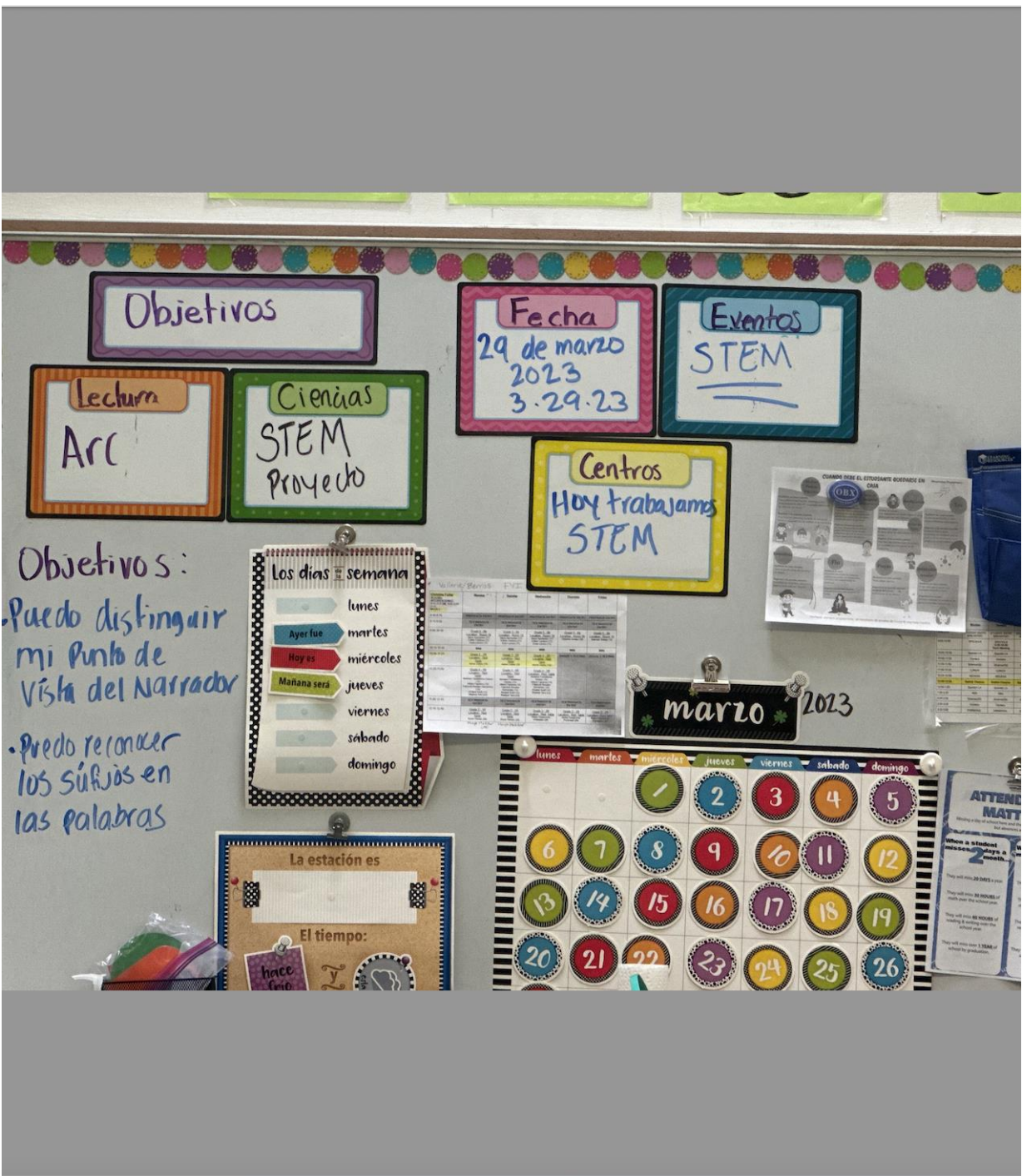


GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will develop and/or refine our instructional programming options to increase opportunities for students and to ensure all students have access to high quality instruction and support.	Grading for Equity committee completed research-based book study and made six (6) recommendations to the policy committee for grading policy considerations.	Completed	Next year, we plan to meet with various stakeholders to develop a robust plan to roll out the recommendations incremental and gain feedback on appropriate next steps to engage all stakeholders in the process.



# Excellence, Equity and Inclusion: Structures

- Superintendent and the Deputy Superintendent conducted one-on-one support visits with every Principal and identified areas of celebration and growth with concrete next steps and feedback (verbally and written) to increase instructional leadership practices to ensure all learners are gaining access to learning.

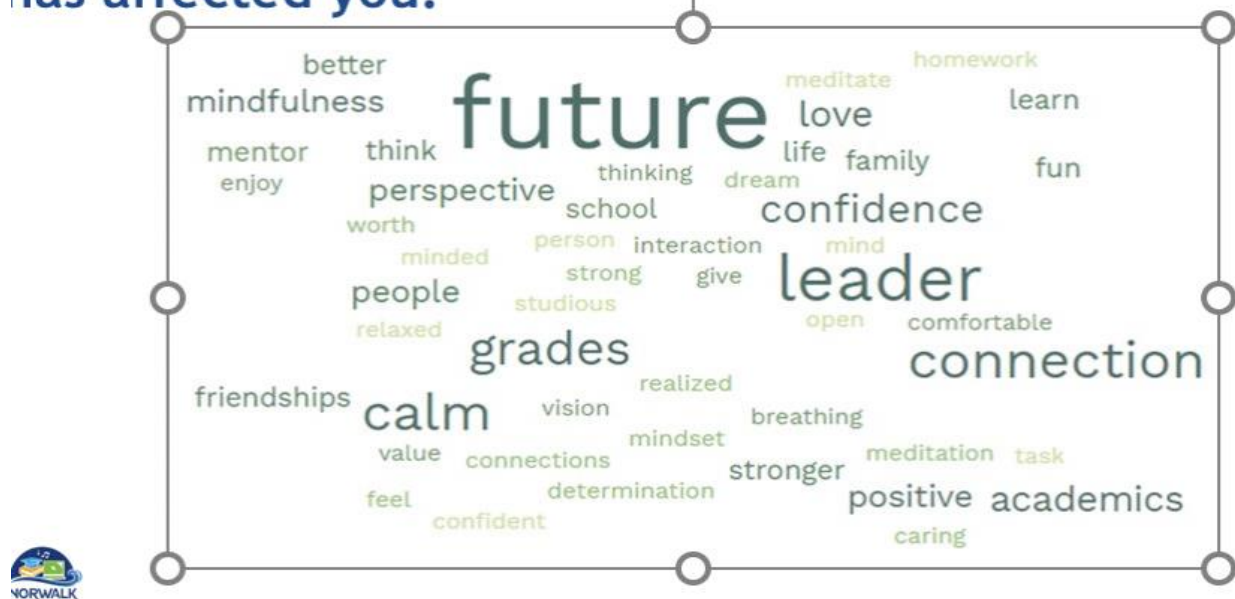


GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will develop and/or refine our instructional programming options to increase opportunities for students and to ensure all students have access to high quality instruction and support.	Principal visits conducted and feedback provided centered around supports for MLLS, SWDS, boys of color and utilization of data systems (Otus) to support planning and instruction to meet the needs of all learners.	Completed	Next year, we plan on continuing to conduct one-on-one school visits with every school leader to provide support and feedback to increase leadership development and push thinking around support for all learners.

# Excellence, Equity and Inclusion: Structures

- My Brother's and Sister's Keepers Programs have met monthly to support the social emotional and academic development of young boys and girls of color as measured by surveys that demonstrated the impact on the scholars.

Write one specific way the MBK program has affected you:



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	My Brother's and Sister's Keeper programs engaging in Rites of Passage mentoring Programs to support academic and social emotional learning.	Completed	Next year, we plan on including elementary students along with incorporating My Sisters' Keeper program that will begin measuring impact of program on social emotional learning and academics.



# Excellence, Equity and Inclusion: Structures

- To support student voice, we have created affinity groups that are led by students who develop the programming of the organizations to drive and promote students interests and create a sense of community and belonging.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	Affinity groups created to support the social emotional development of diverse cultural groups.	Completed	Next year, we plan on offering a variety of options for student-led groups to convene and discuss topics and issues that are important to them and their identity.



# Excellence, Equity and Inclusion: Structures

- To build community and celebrate diversity, we have created four (4) district wide events that showcase all schools acknowledgment and celebration of the achievements of various groups.
- Students research and engage in project based learning to create culminating presentations to honor the contributions of diverse groups.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	Districtwide community events (4) celebrating diversity and inclusion.	Completed	Next year, we plan on continuing hosting at least four (4) district wide events to celebrate the contributions of various groups and honor diversity by building community.



# Excellence, Equity and Inclusion: Workforce Development

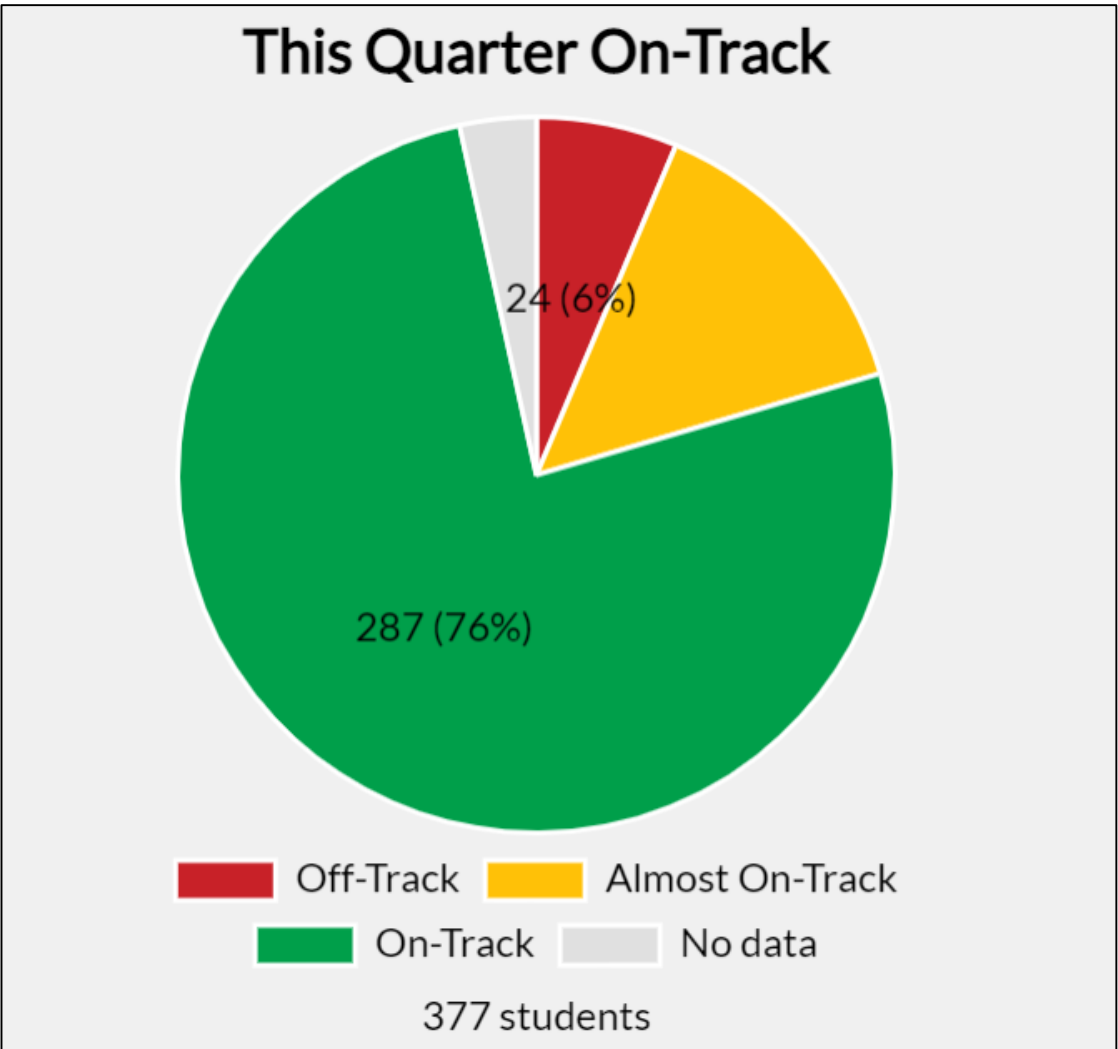
- First Annual NPS Workforce Development Career Fair featuring certification programs, job opening and trade apprenticeships.
  - 230 scholars and families in attendance.
- All 9 Middle and High Schools have formalized their Career Pathways. Scholars in grades 6, 7, 9 and 10 have selected career pathways.
- Workforce Development Enrichment Series Website Visitors 35,000+ since development in July 2022
- 18 Scholar Interns placed in new Internship experiences across three areas of interest



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By June 2023, the Workforce Development Department will create systems and structures district-wide specifically for the K-12 scholars and for NPS families that work to embed Workforce Development education, tools and opportunities which support scholars, families and staff.	Completed	Build capacity for staff in the Career Centers, Family Center and School Counselors K-12 in the Workforce Development Model.

# Excellence, Equity and Inclusion: Research & Analytics

- Grade 9 on-track practices scaled to all four high schools with the formation of school-level teams that meet at least weekly and monthly cross-school community of practice sessions.
- Established Data Leads at each elementary and middle school. Data Leads received targeted training and support from Central Office and served as champions for data use in their school buildings.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	By June 2023, the data, analytics and evaluation team will facilitate the implementation of a district-wide data driven culture through the management and supervision of each school’s ability to understand and utilize data to drive instruction.	Completed	Develop and utilize a strategic data calendar that ensures key data sets are being analyzed and acted upon at specific points in the school year.



# Excellence, Equity and Inclusion: Research & Analytics

- Next Generation Accountability results were reported to Board of Education on January 17, 2023. Principals were provided with their school level reports. Upon request, meetings were held to review results with school ILTs. The review included school level comparisons of 2019 results (pre-Covid) to 2022 results and 2022 comparisons to district. Details about the impact of individual indicators on overall results were provided. This detailed review provided ILTs with background needed to identify their school’s area of focus.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	Support school leaders by increasing their understanding of the Next Generation Accountability System. The focus will be on the impact of school performance and growth indices on their overall school category and accountability index.	Completed	Next year the district will monitor the progress for the following indicators: #1- Performance, #2 -Growth and #4- Chronic Absenteeism

# Excellence, Equity and Inclusion: Research & Analytics

- 2022 State proficiency trends were reported to Board of Education on August 26, 2022. On September 20, the Board reviewed subgroup results with 2019 comparisons. Matched cohort achievement results for all student and high needs students were also reported. School leaders receive disaggregated results for State testing. NPS also provides a set of in-house NWEA school level reports that measure achievement and growth by subgroup. Workshops on the NWEA report platform and data analysis were delivered to Improvement Teachers. Data analysis requests from the Curriculum and School Improvement departments are provided on an going basis.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	Expand the analysis and reporting of summative and benchmark trends by major subgroup. Results provide better reporting for monitoring student progress and identifying disproportionalities.	Completed	Next year, we will examine matched benchmark results over multiple years and continue examining matched state results over multiple years.



# Excellence, Equity and Inclusion: Research & Analytics

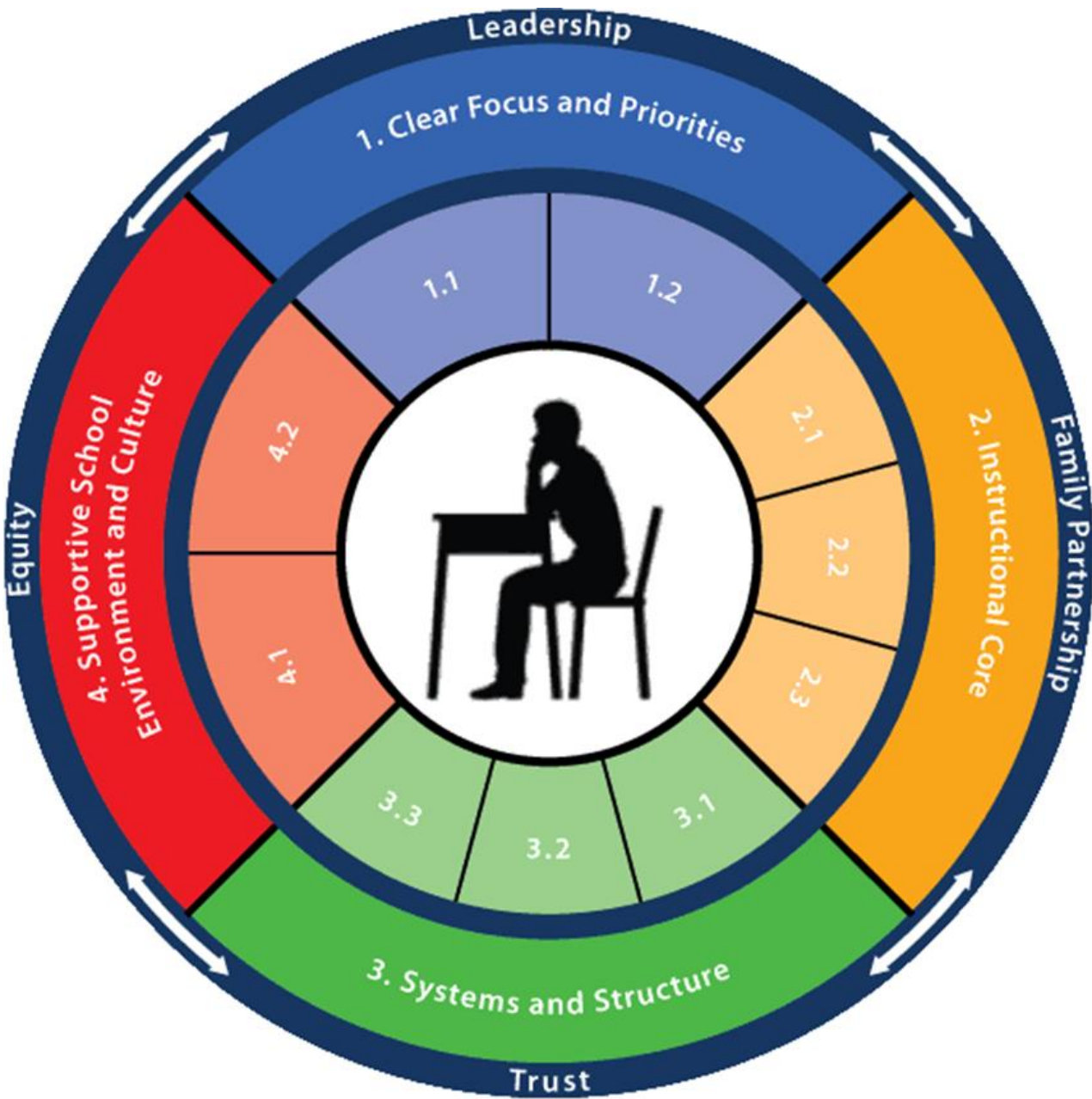
- School Building Test Coordinators and their team are supported in the use of the Connecticut portal. The portal is used to prepare, practice, administer and access results for SBAC, NGSS and alternate assessments. Annually, Building Test Coordinators are required to attend a series of in-house workshops in preparation for State testing. Topics include understanding supports and accommodations used for student accessibility. Office hours are also held to support Building Test Coordinators. Updates on enhancements, such as incorporation of CT-SEDS into the test delivery system (TIDE) are ongoing. This support begins in February and continues through the final release of test results in mid June.



GOAL	SUBGOAL	STATUS	NEXT STEP
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.	Support Smarter Balanced/NGSS Building Test Coordinators on the use of resources provided by the Connecticut Portal for all phases of testing: preparation, administration and reporting results through the Centralized Reporting System.	Completed	Training and support will continue to be offered as we transition to spring live testing and receive 2023 results.

# Excellence, Equity and Inclusion: Research & Analytics

- Each principal plus four team members were trained, so they could turn key to the staff.
- After each SQR, the school team receives preliminary ratings and verbal feedback.
- Within one week after the SQR, the School Improvement Team visits the school to create a cycle of support in the Area for Improvement.
- Then, the principal receives a written report.

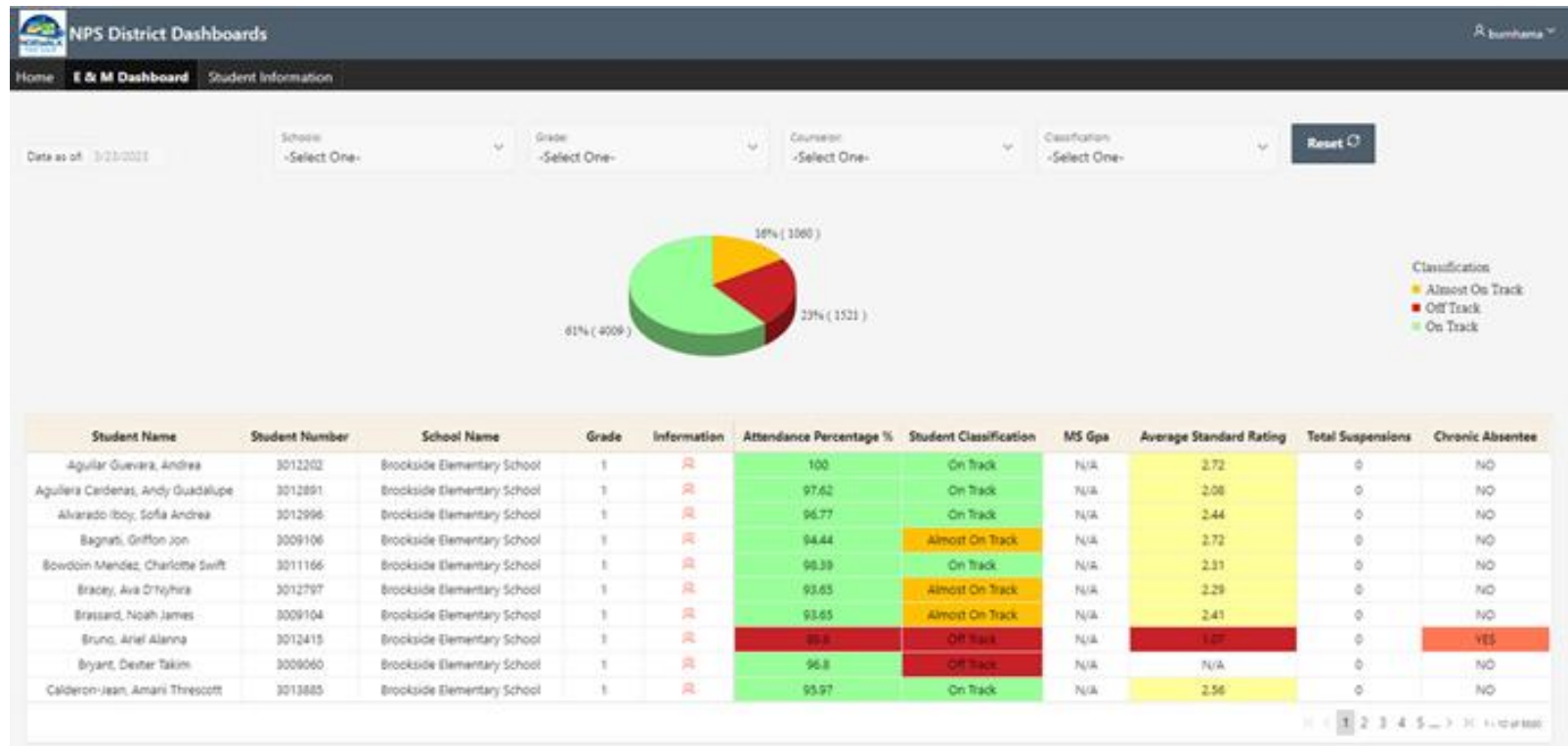


GOAL	SUBGOAL	STATUS	NEXT STEP
NPS will develop and/or refine our instructional programming options to increase opportunities for students and to ensure all students have access to high quality instruction and support.	By June 2023, NPS will complete 10 School Quality Reviews (SQRs), inclusive of collaboration with a Curriculum and Instruction team member, following the guidelines of the SQR Handbook.	Completed	Next year we plan to conduct 11 School Quality Reviews to determine growth from the baseline ratings across the SQR rubric, especially the Area for Improvement.



# Excellence, Equity and Inclusion: Research and Analytics

- NPS now has a locally-validated set of predictors for elementary and middle school students that are related to grade 9 on track.
- NPS also now has a Formative Assessment platform that provides visibility into student progress toward standards. The data can be looked at by grade, class, student group and individual student.
- All schools now use the CT RISE Network Data Tools for attendance; high schools have additional screens to determine on-track academic status.



GOAL	SUBGOAL	STATUS	NEXT STEPS
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.	By May of 2023, 100% of our schools will monitor improvement metrics as defined through our partnership with the Rise Network.	Completed	<div>Launch postsecondary tracker tool ensuring all seniors graduate with a postsecondary plan having completed necessary access milestones.</div> <div>Roll out K-8 dashboard use with coaching, while adding additional locally-validated metrics.</div>





## Goal 6

**WE WILL ENSURE FAMILIES ARE PROVIDED WITH  
EQUITABLE OPPORTUNITIES TO ACCESS DISTRICT  
RESOURCES AND PROGRAMS**



# GOAL 6

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- **Family Center**

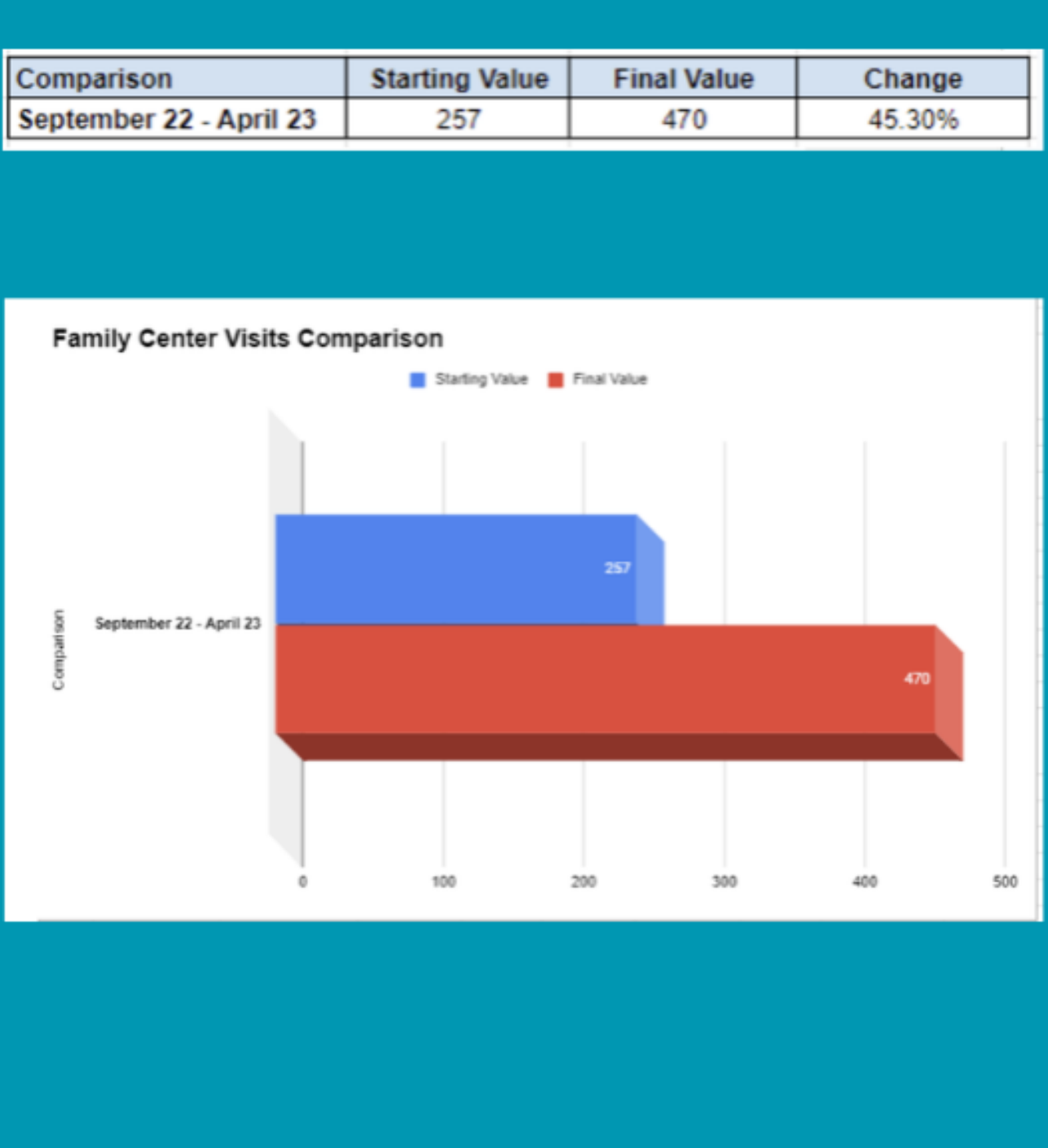
- By June 2023, NPS will increase parent traffic by 30%. This will be accomplished by expanding the Family Center hours, incorporating a rotating schedule of community partners, including Family Navigators and other providers.
- By June 2023, NPS will facilitate family workshops and round table discussions, resulting in improved understanding of our school district and initiatives.
- By June 2023, NPS will establish a Health Center connected to the Family Center to provide healthcare access to our students.

- **Communications**

- By June 2023, NPS will launch communications content initiatives and strategies designed to increase reach and engagement metrics with our audience by 10% or more and plan, design and launch the new NPS website while developing and delivering Communications and brand guidelines for the district.
- Standardized marketing materials, including videos for all schools and programs to use at the district choice fairs, will be provided to all schools.

# Family Center

- Family Center hours were modified to incorporate Thursday evenings and Saturdays twice a month and established a Kindergarten registration appointment system based on families' availability.
- Differentiated family workshops based on family interest surveys which increased the influx of families visiting the Family Center.



GOAL	SUBGOAL	STATUS	NEXT STEP
We will ensure families are provided with equitable opportunities to access district resources and programs.	By June 2023, NPS will increase parent traffic by 30%. This will be accomplished by expanding the Family Center hours, incorporating a rotating schedule of community partners, including Family Navigators and other providers.	Completed, Ongoing	The Family Center will continue to increase parent traffic by 35% compared to the previous school year. The Family Center will continue to offer additional workshops in areas of high interest based on the feedback that is collected from the Experience surveys. The Communications department will create a Family Center website to enhance our communications with parent and increase parent engagement.



# Family Center

- The Family Center has established itself as a centralized hub of resources and services with an open door policy for families to come in to learn more about the district’s initiatives, schools, and services. The Family Center has provided families with the opportunity to engage in workshops around a multitude of topics.
  - Family Navigator
  - Early Childhood Meetings



GOAL	SUBGOAL	STATUS	NEXT STEP
We will ensure families are provided with equitable opportunities to access district resources and programs	By June 2023, NPS will facilitate family workshops and round table discussions, resulting in improved understanding of our school district and initiatives.	Completed, Ongoing	The Family Center will continue to increase the amount of workshop and event offerings to families moving forward to the next school year.

# Family Center

- The Family Center currently has a partnership with HSC, which provides health services to students in NPS at Norwalk and Brien McMahon High Schools, and recently, at Nathan Hale and West Rocks Middle School.
- The Family Center has partnered with Day Street Community Health Center to promote their health services to the NPS community, such as primary medical, dental and behavioral health services for all ages.
- A partnership was established with NCHC to provide medical services to families and schedule appointments to fulfill the health assessment requirement and support with expediting the availability of appointments for new NPS students during periods of high registration.

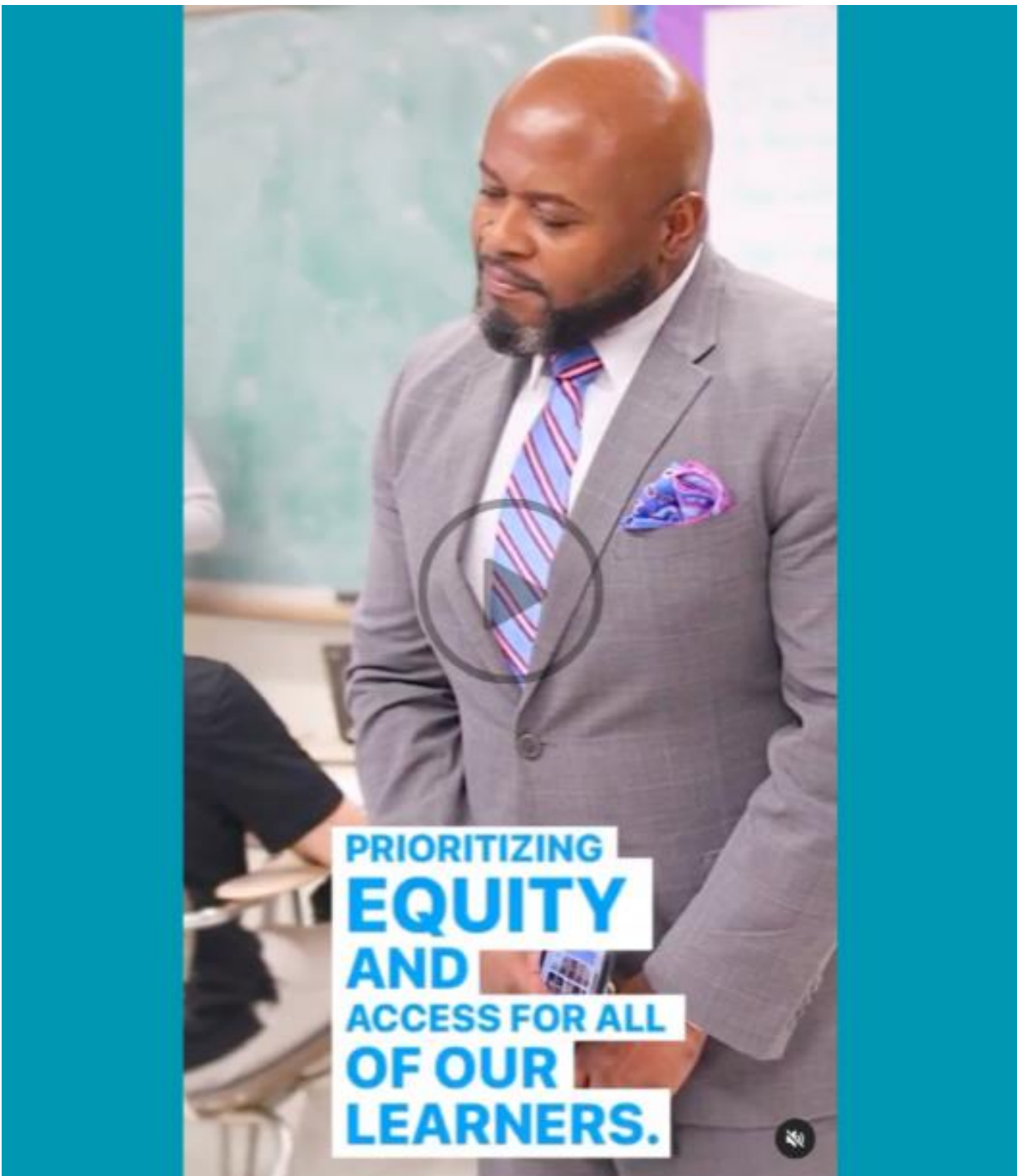


GOAL	SUBGOAL	STATUS	NEXT STEP
We will ensure families are provided with equitable opportunities to access district resources and programs	By June 2023, NPS will establish a Health Center connected to the Family Center to provide healthcare access to our students.	Completed, Ongoing	By June 2024, the Family Center will partner with a Community Health organization to open a health clinic at the Family Center. Our goal is to provide family with equal access to medical services.



# Excellence, Equity and Inclusion: Communications

- The team incorporated a new, dynamic storytelling approach, leveraging team members’ expertise in content creation, with an intentional uptick in quality, quantity and frequency that has resulted in notable year-over-year engagement increases and having outproduced expectations across all social media channels.



GOAL	SUBGOAL	STATUS	NEXT STEP
We will ensure families are provided with equitable opportunities to access district resources and programs	By June 2023, we will launch communications content initiatives and strategies designed to increase reach and engagement metrics with our audience by 10% or more and plan, design and launch the new NPS website while also developing and delivering communications and brand guidelines for the district.	Completed	The team plans to launch the new website by mid-June 2023. The Communications team looks forward to incorporating new tools such as ParentSquare, Google Analytics and the new website to provide timely and relevant information to improve the overall sense of community amongst NPS families, staff, community partners and stakeholders, and better measure engagement across all platforms.

# Excellence, Equity and Inclusion: Communications

- The team produced marketing materials for all schools. This included videos, brochures and other informational materials. We’ve seen schools benefit through their leveraging of these materials at board meetings, on their social channels and at other events.



GOAL	SUBGOAL	STATUS	NEXT STEP
We will ensure families are provided with equitable opportunities to access district resources and programs	100% of schools will have standardized marketing materials that include videos, for all schools and programs to use at the district choice fairs.	Completed	The team plans to continue collaboration and communication with schools on future school choice marketing materials, including videos and printed materials, as well as highlight programs, clubs, students and staff in original content.



