

## Future Ready for All 2022-2023 Goals

Mid-Year Report February 2023



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.



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

#### EXCELLENCE

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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.







#### 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.

# 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.
- 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**

- Three Stations
  - Each group will participate in three 30 min fishbowls
    - 15 min presentation and 15 min Q and A
  - Community members are invited to sit in the outer circle of any fishbowl throughout the meeting to observe the conversations in each station
- Station 1 (Goals 1 and 6)
  - Robert Pennington, Frances Saez, Stacey Bergin, Bridget Adams
  - Diana Carpio, Mary Ellen Flaherty-Ludwig, Colin Hosten (Round 1)
- Station 2 (Goals 2, 3 and 4)
  - Sandra Faioes, Lunda Asmani, Mary-Anne Sheppard, Dr. Sandy Kase
  - Godfrey Azima, Kara Baekey, Erica DePalma (Round 1)
- Station 3 (Goal 5)
  - Dr. Thomas McBryde, Ralph Valenzisi
    - Sheri McCready-Pritchett, Sherelle Harris, Janine Randolph (Round 1)





### Goal 1: NPS will strengthen individualized student success plans.





### Goal 1: Roadmap to Success

#### **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.

#### 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: Roadmap to Success (continued)

#### SRBI

• 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.

#### SEL 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.

#### 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



### **Goal 1: Curricula and Professional Development**

By June 2023, the curricula team and teachers will rewrite four curricula programs 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 centerbased curriculum across all content areas.

By June 2023, 90% of teachers will participate in a minimum of four districtwide professional development days to improve teacher practice and student outcomes as measured on NWEA and districtwide interim assessments.

- Professional Development
  - Feedback (79%)
  - UnBoundEd Training
- Curricula Writing
  - Collaboration and Feedback
  - Pre-kindergarten, Business
     Education, World Languages,
     ELA electives, MLL courses

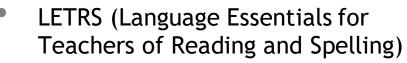




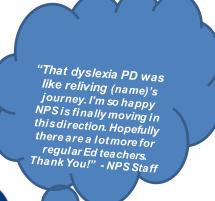
### **Goal 1: Develop Teacher Professional Capacity** to Teach Reading

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.



- Cohorts I and II are nearing completion of the 4-part PL series - by June 2023, all units will be completed.
- 68 Educators will have completed the LETRS two-year training.
- Introduction to dyslexia training
  - November 8









### Goal 1: Develop Teacher Professional Capacity to Teach Reading (continued)

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.

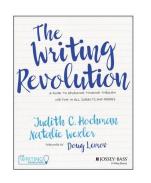
By June 2023, 95% of staff will participate in an introduction to dyslexia training.

Literacy Center Training

- Introduction to Wilson Training-SERC- (25 teachers)
  - Multisensory approach to decoding and encoding words.
- Writing Revolution to Middle School Social Studies (25 teachers)
  - Utilizing structures for writing
- Lindamood Bell Training (25 teachers)
  - Multisensory approach to reading comprehension
- Literacy Consult for high school teachers
  - Supporting all teachers with scaffolding and developing lesson plan







### Goal 1: SRBI

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.

- Training
  - Utilized professional development days to train teachers on research-based programs.
- Professional Learning Communities
  - Created cohort PLCs for all improvement teachers to support collaboration and problem-based thinking







### Goal 1: SRBI (continued)

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.

- Walkthroughs
  - Calibrated WIN (What I Need) time across all K-8 schools to develop our next steps.
- Reading Buddies
  - Partnered with NEF to support schools with volunteers for 3rd graders.
- Grades 4-8
  - 5% decrease in the number of students requiring summer academy.

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### Goal 1: SEL and Counseling

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By June 2023, review and revise the Health and Physical Education program with an emphasis on social-emotional learning practices that increase wellbeing.

By June 2023, expand SEL initiatives (Wingman initiative, Triangle Community, Second-Step) to support students K-12.





- 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)
- Health Curricula
  - Developed Scope and Sequence (Grades 6-12)
- DESSA Survey (Deveraux Student Strengths Assessment)
  - Fall assessment completed
  - Data to support social-emotional SRBI





### Goal 1: SEL and Counseling (continued)

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 wellbeing.

By June 2023, expand SEL initiatives (Wingman initiative, Triangle Community, Second-Step) to support students K-12.

# Wingman Peer-Leadership Program

- All high schools held leadership assemblies.
- Two-day training at CGS.
- Elementary Pilot at Fox Run.
- Middle Schools- Training in Spring.

### • Triangle Community Center

- 8/12 elementary schools have received the LGBTQ+101 Training.
- Embedded one counselor supporting secondary schools.



Triangle Community Center





### **Goal 1: 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





- Professional Development
  - CT-SEDS Training
  - Co-Teaching
- Parent Engagement
  - Executive Director Round Table Meetings
  - New IEP Platform
  - Initial Referral Process
- Reviews / System Updates
  - OOD/Settlement Audit
  - Specialized Programs Development
    - Building capacity
  - IEP/PPT Review
  - Staffing Systems
  - Bridging Systems (Pre-K to K, 5-6, 8-9, 12-Transition)





### Goal 2:

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



### Goal 2: Facilities Improvement Plan

- By June 2023, the Facilities Department will develop buildingspecific 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.



### **Goal 2: Facilities**

By June 2023, the Facilities Department will develop building-specific action plans for improving facilities, which include training for maintenance staff.

- Extensive repairs completed summer 2022 (\$3.35M)
  - All school campuses landscaped
  - Renovation of Roton Gym
  - Painted a dozen locations
  - Floors replaced at 4 schools
  - Gutters replaced 3 schools
  - Windows replaced at two schools for shatter proof
  - Verizon labs at 3 schools
  - Striping of 3 parking lots
- Two staff trainings conducted
- ISSA Mid-Year Assessment conducted



### **Goal 2: Facilities**

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.

- Better division of labor between DPW, Recreation & Parks, and NPS
- Comprehensive master plan matching areas of need with qualified and efficient subcontractors
  - Life Safety, Electrical,
     Mechanical, Grounds,
     Environmental, General
     Maintenance, & Pest
    - Over 20 vendors

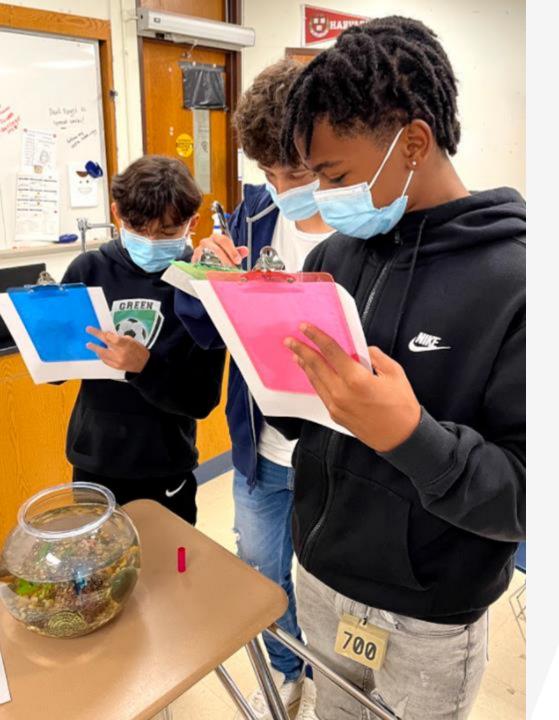


### **Goal 2: Facilities**

By June 2023, the Facilities Department will develop a plan for the Tier I projects in collaboration with the City.

- A comprehensive study to determine feasibility and scenario to complete Tier I projects has been conducted by the City
- Meetings with the City staff continue to refine the plan, develop a time-line, and articulate a financial plan





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





#### 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



### 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).

### Communications

• By January of 2023, 100% of the school and district sites will have an updated template for better navigation.

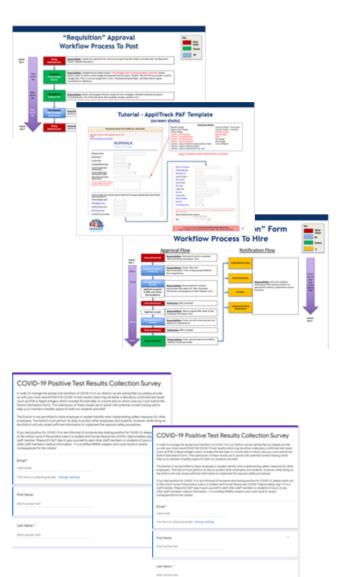
#### **Research and Analytics**

• By May of 2023, 100% of our schools will monitor improvement metrics as defined through our partnership with the Rise Network.



# Goal 3: Streamline & Enhance Processes

- Streamlined new position requisition and hiring approval process
- Automated online Prior Program Approval and New Salary Advancement process
- Rolled out NovaTime FMLA processing module
- Developed COVID-19 surveys to capture/report vaccination status, confidential test results and meet compliance requirements
- Retirement benefits paid by ACH v. personal checks

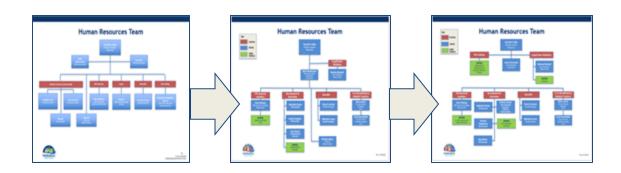




# **Goal 3: Human Resources**

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.

- Implement HR Reorganization
  - Initiated an ongoing HR reorganization.
  - Initially shifted resources to Benefits processing and COVID-19 legal compliance.
  - Evolved organization to focus on in-house legal counsel support and build out of HR Generalists and Confidential Associates.





# Goal 3: Human Resources (continued)

By June 2023, the Human **Resources Department will** maintain regular communication with key stakeholders on updated laws and legal interpretation, to reduce district liability.

> LGBTQ+ sensitivity & awareness AGREEMENT BETWEEN THE NORWALK BOARD OF AND NORWALK ASSOCIATION DMINISTRATOR contracts July 1, 2022 - June 30, 2 THE R DECK OF STOL S & DON'TS 41-26 NULUE AND DECK



- Strengthen HR Legal Expertise & Support
  - Rolled out finalized Employee Handbook to all staff.
  - Conducted regular and ongoing employment-related training & communication.
  - HR Do's and Don'ts
  - Title IX
  - Negotiated new labor

# Goal 3: Human Resources (continued)

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%.



- Expand Recruitment & Marketing Plan
  - Ongoing focus on expanded marketing campaign to include a greater social media presence, I-95 billboards, Metro North advertisements, News12 TV, City of Norwalk buses and a new recruiting brochure
     NABE National Conference

			2017-18		2018-19		2019-20		2020-21		2021-22	
District	Race	Count	% of Total	Count	% of Tota							
Norwalk School District	American Indian Or Alaska Native	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	
	Asian	21	2.2	23	2.2	27	2.5	28	2.5	30	2.5	
	Black Or African American	89	9.3	93	9.1	97	9.0	98	8.7	107	8.8	
	Hispanic Or Latino	64	6.7	77	7.5	83	7.7	93	8.2	112	9.3	
	White	786	81.8	825	80.3	874	80.8	911	80.5	961	79.4	
	Not Reported		-	6	0.6	-			-			
	Two Or More Races	1	12	2	0.2	2	12	32	2	- 23	, 8	
	Native Hawaiian Or Other Pacific Islander							1	0.1			



Source: CT Dept of Education: Diversity Dashboard

(https://public-edsight.ct.gov/Educators/Educator-Diversity-Dashboard/Educator-Race-Ethnicity?language=en\_US)

# Goal 3: Human Resources (continued)

By June 2023, the Human Resources Department will increase the retention by reducing staff turnover by 5%.

- $\bigcirc$  Develop ongoing staff roundtables
- Continue 'meet & greet' meetings with school staff
- Rollout New Beginning Orientation for new Administrators

### Focus on Maximizing Staff Retention

- Expanded certified & noncertified training opportunities
- Rolled out non-certified staff performance evaluation programs

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### Finance

- Finance Department will incorporate Specialized Learning into the Student Based Budget
- 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
- Realign finance staff to support enhanced SBB support both in budgeting and year-round budget support.
- Develop a Resource Allocation Plan



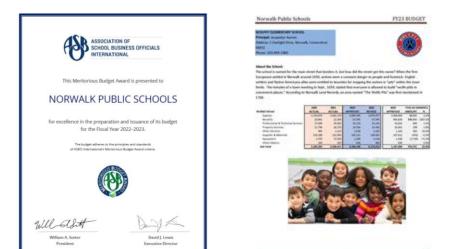
# Goal 3: Finance

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 userfriendly presentation of the district budget by 9/30/2022 and use the book as communication tool for FY24 budget development.



- The FY23-24 Budget has begun the phased process of incorporating specialized learning into the student-based budgets.
- Improve the Budget Book



# Goal 3: Finance (continued)

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.

- Realign finance staff
   to support enhanced Student-Based Budget support both
   in budgeting and yearround budget support.
- In August 2022, promoted an existing staff person to provide Student Based Budget support to school leaders
- Began developing a resource plan based on districtwide staffing



# Goal 3 - 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.

- PowerSchool is building the system, the first of its kind:
  - Able to track incidents
  - Able to export reports for State reporting (ED166)
  - Accessible to NPS staff



# Goal 3 - School Safety

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.

- Dylan's Wings of Change and Expert Team
- Cadence Pentheny, Community Educator -LGBTQ+ Training Institute
- Mid-Fairfield Community Care Center
- Sandy Hook Promise Foundation
- Anonymous Alerts



# Goal 3 - School Safety

By June of 2023, the Operations Department, will increase security infrastructure (Phase I of door alarms and added cameras).

- 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)
- Phase II (SY23/24)- Door alarms for six elementary schools & additional cameras at middle schools, & Mutual Link
- Phase III (SY24/25)-Door alarms for all middle schools & additional cameras at elementary schools





Goal 4: NPS will cultivate instructional leadership in all school buildings.

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## Goal 4:

#### 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.

#### **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.



# Goal 4 - 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.



- School Improvement Plans -Four cycles
- Teacher team meetings
- Curriculum-based assessments to monitor and assess student learning
- Professional learning focused on data driven instruction and reteach structures
- Central Office Retreats -July, November and January
- Stakeholder Feedback

## Goal 4 - Teacher Feedback

By June 2023, 100% of schoolbased 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.

Observation trackers
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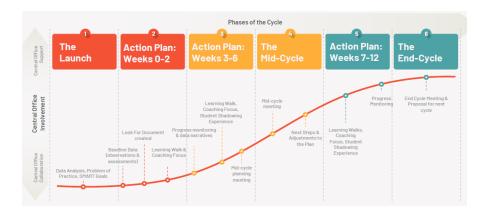
- District system for monitoring the completion of observations
- Professional learning focused on districtwide calibration and providing feedback
- 100% of school administrative teams have conducted a calibration process at their school.

Learning Walks: Throughline of Instruction Look Fors					
FOCUS	DESCRIPTION	VISIBLE PRACTICE	NOTES		
Grade-Level Standards	Lesson plans demonstrate that the teacher has intentionally planned to include texts, tasks, and materials aligned to the appropriate grade-level standards. (Domain 2a)				
Learning Objective	The learning objective is aligned to the grade-level standards. (Domain 2a)				
	The learning objective is shared with students throughout the lesson and posted. (Domain 3a)				



# Goal 4 - 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.



- 55% (11) of schools are currently engaged
- 6 schools are leading their cycles
- The components and process of the cycle have been revised
- Learning walks



### Goal 4 - HR-Related Leadership & Development

Continue to work with Leadership Development Team to provide training and update to school leaders during their monthly professional development meetings.



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### 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 - 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.



- A cohort of Library Media Specialists and Instructional/ Digital Coaches have been working with CT Science Center to integrate the use of technology into existing curriculum units of study.
- Teams met from September -December to understand NGSS and how to integrate technology into existing units.
- Teams will meet in smaller cohorts based on school and grade level focus(K-2, 3-5, 6-8) for the reminder of the year and have job embedded coaching opportunities with CT Science Center to implement in each school.

# **Goal 5 - Future Ready Programs**

By June of 2023, 85% of classes taken by students will have a minimum grade point average of 2.5.





### Virtual

- Students
  - program available for students with medical issues preventing them from fully engaging with instruction
  - completing a competency-based midterm - presenting to a panel.
- Teachers
  - cross curricula planning and implementation, individualized attention.

### Twilight

- Students
  - completing a competency-based midterm - presenting to a panel
  - virtually all students who were ineligible to graduate last year reenrolled

### Teachers

 cross curricula planning and implementation, individualized attenti on to students.

# Goal 5 - Future Ready Programs (continued)

By June 2023, school and district staff will implement high instructional standards for all students.

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 postassessments.



### Virtual and Twilight

- Creating advisory groups
- Inventive programming to meet the needs of the students, (e.g., Wednesday shortened schedule for advisory/ capstone, numerous home visits, all-staff input in building in-house assessments).

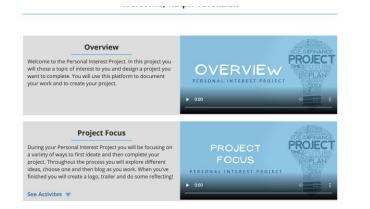
### Digital Citizenship

K-8 LMS's are working in partnership with coaches to deliver a Digital Citizenship and Research Skills curriculum for all of our students. Lessons in computer basics will be added to the curriculum for the 23-24 school year.



# Goal 5 - Future Ready Programs (continued)

By June 2023, school and district staff will implement high instructional standards for all students.



#### Portrait of a Graduate

 Future Ready Program Staff are working in partnership with EdAdvance to develop a portfolio as an alternate assessment that includes measuring indicators that depict our portrait of a graduate

#### **Digital Learning Strategic Plan** Strategic Plan includes:

- Technology Infrastructure
- Data
- Coaching
- Library Media Services

#### Structure includes:

- Current State
- Goals
- Gap Analysis
- Plans to Áchieve
- Metrics



# Goal 5 - Future Ready Programs (continued)

By June 2023, school and district staff will implement high instructional standards for all students.

### Verizon Innovative Schools

### Strategic Plan includes

 Using the TIM (Technology Integration Matrix) tool to measure growth.

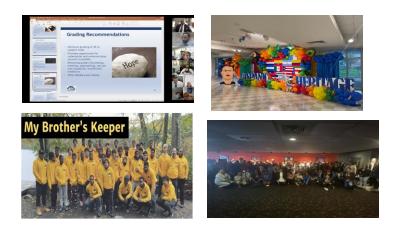
### Verizon Innovative Learning Labs

- Construction Completed
- Training with ASU begins in the Spring
- Ribbon Cutting on February 13.



## Goal 5: Excellence, Equity and Inclusion

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.





#### Structures

- 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.

## Goal 5: Excellence, Equity and Inclusion (continued)

By June 2023, professional development will be designed and coordinated in the areas of equity, social justice, and inclusion.

School	Equits/Disproportionality Annual Goals 2022-2023
	By Jame 2023, the percentage of MLIs who attend school between 90% - 100% of the calendar days will rise by at least 10% across grades 8-5 from 77% to B7K (green + yellow = 77% or higher) as measured by the comparison of Jame 2022 to Jame
Brookside	2023 HISE Student Attendance Groups Report filtered with K-5 & ELL filters.
Concerd	By June, 3023, the number of Hispanic students in Gifted/Talented will increase from 13X to 20% to be proportional to that of other represented student groups.
Cranbury	By June 2023, the percentage of chronically absent students who are MLL will reduce from 33% to 20% as measured by the Pewerschool report.
	by June 2023, the percentage of black and hisparic students exceeding projected proveh by 20% or more on NWEA.NMP Reading will increase by 20% from 54% in-621 to 74% (n-84).
Fox Fun	By Jane 2023, the percentage of black and hispanic students exceeding projected growth by 20% or more on NWEA MMP Math will increase by 20% from 45% (v-42) to 65% (v-118).
Jefferson	Eviane 2023, the number of African American students in grades 3-5 surving at or above the filst percentile on NWEA MAR Reading will increase by 20% (n=7) from 20% (7) to 40% (14).
Kendall	PINDING
	By June 2023, the percentage of MLLs exceeding projected growth by 20% or more on NWEA-MMP Math will increase by 20% from 44% (in-81) to 64% (in-45).
	By Jane 2023, the percentage of African American students in grades K - 5 who meet their projected growth will increase by 20% on NWCA MAP Math will increase from 50% (m19) to 70% (n = 27).
Marvin	By June 2023, the percentage of SpEd students in grades K - 5 who meet their projected growth will increase by 20% from 40% (n = 26).
Norornalia	By June 2023, the percentage of teaching staff that respond Suverably to questions related to Faculty Growth Mindaet will increase from 58% to 70% as measured by the Spring 2023 administration of the Panera ma Survey.
	From September, 2022 to June 2023, referrals for support with Tier 1 student behaviors as will decrease by LOK as measured by the Behavior incident Forms and referrals for SBBI support.
	The Behavior Incident Forms and SRBI referra is will inform the administration, SRBI and PBIS Teams in regards to trends in demographics of students identified in need of support.
Rowayton	beginning of Year data will be analyted and goels will be set based on that information.
	By June 2023; the percentage of MLIs exceeding projected growth by 20% or more on NWEA.MAP English Reading will increase by 20% from 24% (n=38).
Shermine	By June 2023, the percentage of MLIs exceeding projected growth by 20% or more on NWEA.MAP Math will increase by 10% from 25% (n=38) to 35% (n=46).
SoNo	PENDING (Newschool. Population of students and staff and families still being nornisted and admitted. Will probably develop equity goal for the 2023-24 school year.
Tracey	By Jave 2022, Tocory will getter and monitor data around student behavior. Team by Jave 2022, Tocory will see a decrease in the number of times students' behavior must be de-escalated by a member of the De-Docalation Team by Jave 2022.
Wolfpit	By June of 2023, the number of combined Black and Higganic students being identified for our GT program selection process will increase by 10%, as measured by the number of students identified in the Spring Selection process.
	by lane 2025 the percentage of guatents with specialized needs receiving in school or out of school apparetion will decrease by 20 percent in-11 as compared with suggestion rate among students with specialized needs in the 2021 - 22 school
Nathan Hale	wear (m 55).
	Goal 1: We will identify 4 or more female students by the end of September 2022 to move from Converon Core Grade 6 to Accelerated Math 6/7.
	Goal 2: We will build criteria with elementary feeder scheds in the Spring to have a MINI MUNI of 6 students from each scheol be recommended for accelerated math, with consideration of NWEAEOF, and within these 6 students, there must be
Ponus	diversification or representation by gender and ethnicity with at least 2 female students.
Roton	During the 2022-2023 school year, the disproportionality of suspensions among students of color will decrease by 30% from September 2022 to August 2023.
West Rocks	During the 2022-2023 school year, student discipline will be within 20% of the race and ethnicity proportion as measured by students that receive in-school or out-of-school suggestion.
	By Jame 2022, at least 75 % of ML1 students and BEN of all first time grade 9 students will be considered on track to graduation. By Anne 2022, 75 % of ML1 students will graduate with the 4 year cohort and 92% of all students will graduate within
ries McNahon	the 4 year cohort.
Norwalk HS	By Jane 2023, the percentage of black and Hisperic freshman in Honors and AP courses will increase from 38.7% to 48%
CGS	By Jane 2023, the gap in mathematics achievement between Hisparic/Latino subgroups and Istal student population will close by LON, as inidenced by student scores on the NWEA, PSAT, SAT, and our school-based Heart of Algebra rubric.





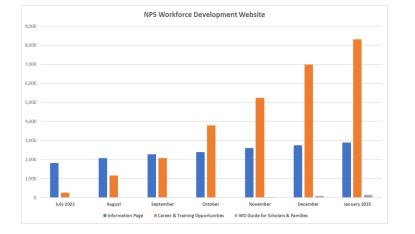


### Professional Learning

- 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 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.

## **Goal 5: Workforce Development**

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



- Held 29 meetings with school stakeholders to support the implementation of our NPS Career Pathways.
- 10 high school scholars have been placed in the Education Internship.
- Districtwide Kindergarten Developmental Guidance Lessons in the Career Domain implemented in September 2022 and beyond.
- 1st Annual NPS Workforce Development Career Fair on March 21st featuring certification programs, job openings and trade apprenticeships.
- Workforce Development Enrichment
   Series has seen a 3,174% increase in
   website traffic since its development in
   July 2022.



## Goal 5: Research & 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.

Item Analysis									
Question	%Correct 🛧	#Correct ↑	# Incorrect		в	c	D	Avg. Score	Q Type
6	10%	7	63	N/A	N/A	N/A	N/A	0.68/2	Essay with
2	25.71%	18	52	3	38	20	9	0.26/1	Multiple c
3	35.71%	25	45	21	9	25	15	0.36/1	Multiple c
5	64.29%	45	25		6	9	45	0.64/1	Multiple c
4	67.14%	47	23					0.67/1	Image ass
1	77.14%	54	16	6	8	54	2	0.77/1	Multiple c

Common formative assessment platform, Otus, implemented across elementary and middle.

- Nearly 27,000 ELA and math assessments administered;
   6,700 in January alone.
- More than 90 trainings sessions: one-onone, teacher team, whole staff, ILT, admin team & functional role.
- Grade 9 on-track work expanded to all four high schools.
- Established Data Lead in K-8 to develop capacity and scale improvement practices

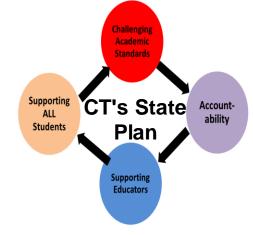


	2020-21	2021-22	2022-23
	13.1%	11.1%	8.7%
Grade 9 Chronic	34.2%	29.6%	22.9%
Absenteeism Rates	34.3%	37.3%	26.2%
	22.0%	9.4%	15.2%

		Grade 9 On-Ti	rack Rates	
-	On-track (6+ cr)	Almost on-t	rack (4-5 cr) 🗕	Off track (D-3 cr
92% -				825
80%	75%	72%	76%	80%
70%				
60% -				
50%				
40% -				
30%	15%		15%	
20%	15%	13%	15%	12%
10% -		16%		
0%	10%		9%	75

## Goal 5: Research & Analytics: (continued)

By June 2023, the data, analytics and evaluation team will facilitate the implementation of a districtwide data driven culture through the management and supervision of each school's ability to understand and utilize data to drive instruction.



### **Testing and Accountability**

- Support school leaders by increasing their understanding of the Next Generation Accountability System.
  - Presented 2022 Accountability Results to Board of Education on January 17, 2023
  - School level accountability results are being presented at ILT meetings and at School Governance Counsel meetings
  - Focus on the impact of school performance indices on school category and accountability index.
  - Explain changes
     in metrics between 2019
     and 2022 reports



## Goal 5: Research & Analytics: (continued)

By June 2023, the data, analytics and evaluation team will facilitate the implementation of a districtwide data driven culture through the management and supervision of each school's ability to understand and utilize data to drive instruction.

### Testing and Accountability

- District Testing
  - Expand benchmark analysis by providing details on cohort growth and achievement.
  - Support district and school leaders in interpreting trends.
  - Expand school level reporting of benchmark results by major subgroups.
  - Provide ongoing professional development on the use of the NWEA platform and interpreting report results.





## Goal 5: Research & Analytics: (continued)

By June 2023, the data, analytics and evaluation team will facilitate the implementation of a districtwide data driven culture through the management and supervision of each school's ability to understand and utilize data to drive instruction.



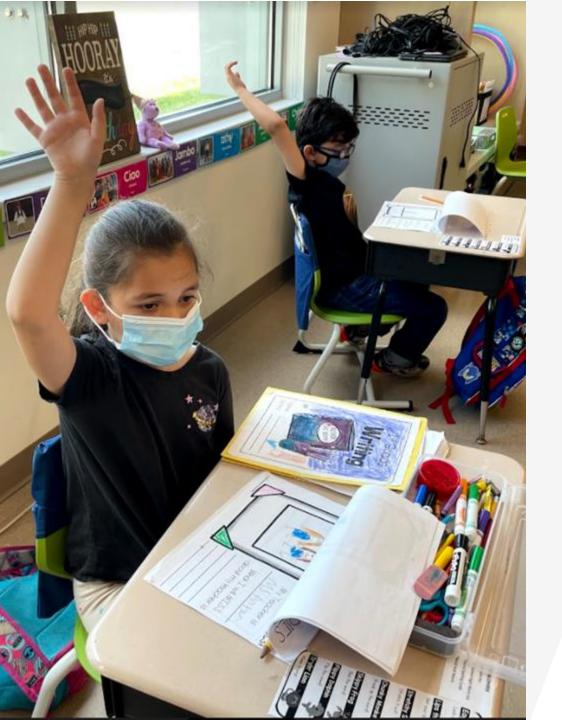


SAT

# State Testing Support school leaders a

**Testing and Accountability** 

- Support school leaders and Building Test Coordinators in the preparation for and administration of State testing: SBAC, NGSS, and CT-SAT
- Monitor progress towards meeting State testing deadlines
- Provide professional development sessions
- Oversee student accommodations and supports that are provided during testing through the Testing Information Delivery Engine (TIDE).
- Support school leaders and staff with the use of resources provided by the Connecticut portal, in particular the Centralized Reporting System (CRS)



Goal 6: We will ensure families are provided with equitable opportunities to access district resources and programs.

1.77

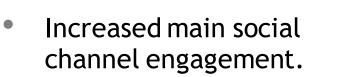


# Goal 6 - Communications

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.

By June 2023, the team will plan, design and launch the new NPS website while developing and delivering Communications and brand guidelines for the district.

By June 2023, 100% of schools will have standardized marketing materials that include videos, for all schools and programs to use at the district choice fairs.



 NPS Facebook: YoY # of posts increased by more than 100%; page/profile visits increased 111%; # of shares increased by 127%, and clicks increased 129%

FACEBOOK 9/1 - 11/25	# of Posts	Page/Prof ile Views	Post Likes	Shares	Clic k s
SY21-22	66	8,983	3,967	438	1,250
SY22-23	133	18,970	5,623	556	2,864
% Difference	101%	111%	23%	127%	129%



# Goal 6 - Communications (continued)

By June 2023, the team will plan, design and launch the new NPS website while developing and delivering Communications and brand guidelines for the district.

By June 2023, 100% of schools will have standardized marketing materials that include videos, for all schools and programs to use at the district choice fairs.

- Enhance communications platforms, systems and processes.
  - Established websites for Middle School, High School and Elementary School Choice; 2023-2024 NPS Budget, and plan for 2023 First Book.
  - Greater use of translations services ; YoY increased number of words translated by 232%.
  - Developed marketing materials for all schools for use at the district choice fairs.
  - The website development timeline is on schedule.



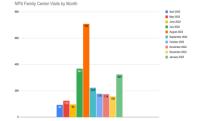
# Goal 6: NPS Family Center

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.

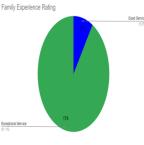
By June 2023, NPS will establish a Health Center connected to the Family Center to provide healthcare access to our students.





Experience Rating	Respondents
Poor Service	0
Good Service	17
Exceptional Service	174
Total Responses	191













2021-22 NPS Goals