



# Future Ready for All

## 2022-2023 Goals

Mid-Year Report  
February 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.

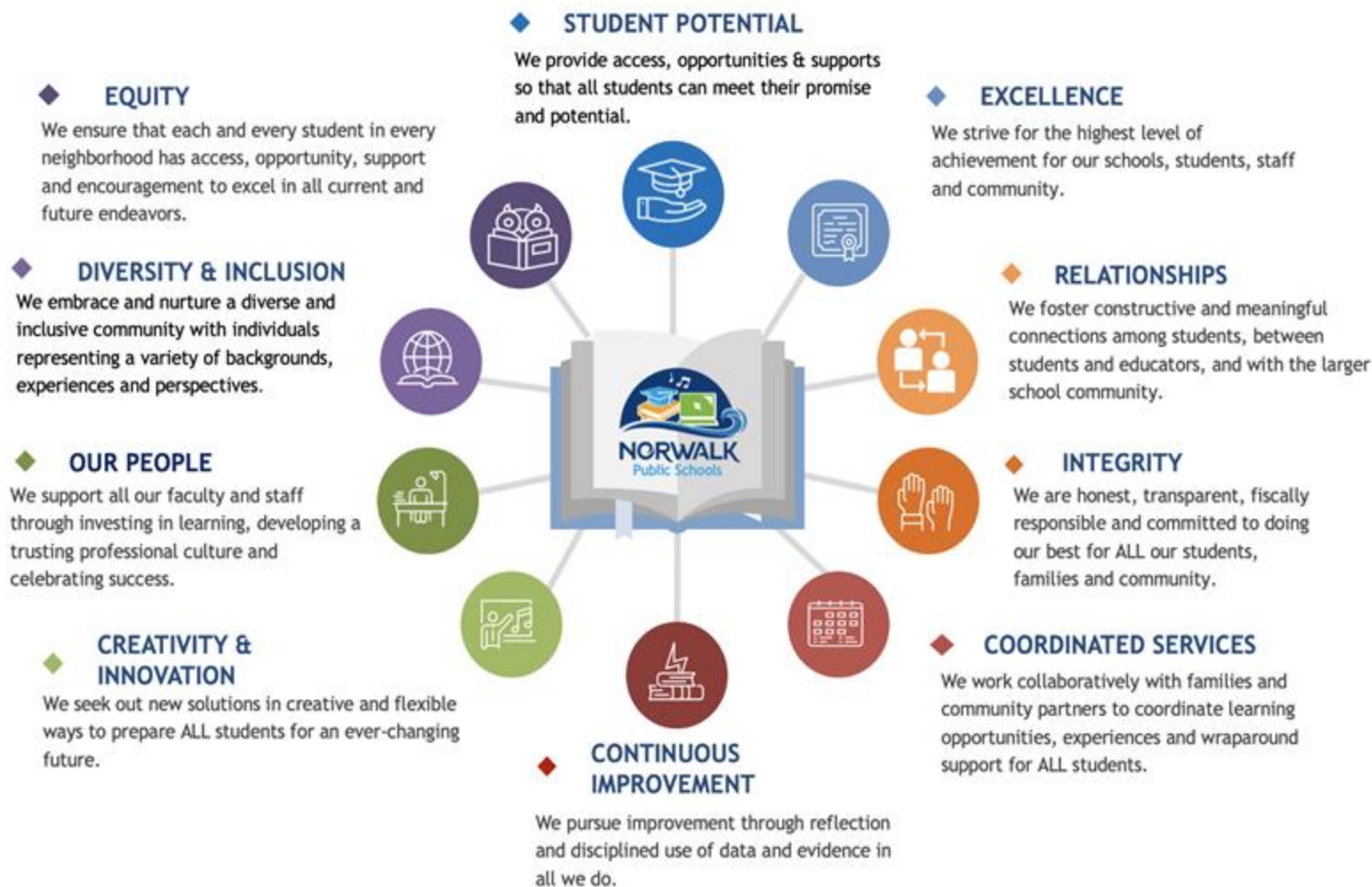


# Vision

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





## 5 STRATEGIC PRIORITIES

### FUTURE READINESS

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

### EQUITY

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

### EXCELLENCE

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

### ENGAGEMENT

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

### HIGH-QUALITY INSTRUCTION & SUPPORT

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



# 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 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.

- **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.

- LETRS (Language Essentials for Teachers of Reading and Spelling)
  - 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

*"That dyslexia PD was like reliving (name)'s journey. I'm so happy NPS is finally moving in this direction. Hopefully there are a lot more for regular Ed teachers. Thank You!" - NPS Staff*

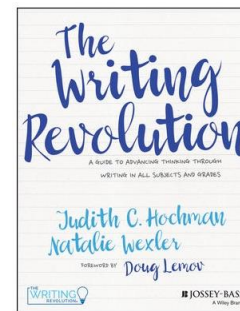


# Goal 1: Develop Teacher Professional Capacity to Teach Reading (continued)

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.

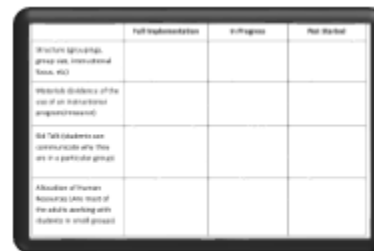
- **Training**
  - Utilized professional development days to train teachers on research-based programs.
- **Professional Learning Communities**
  - Created cohort PLCs for all improvement teachers to support collaboration and problem-based thinking



# 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.



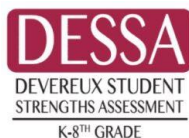
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By June 2023, review and revise the Health and Physical Education program with an emphasis on social-emotional learning practices that increase well-being.

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

- 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 (Devereaux 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 well-being.

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.



# 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-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: Facilities Improvement Plan

- 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.

## 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

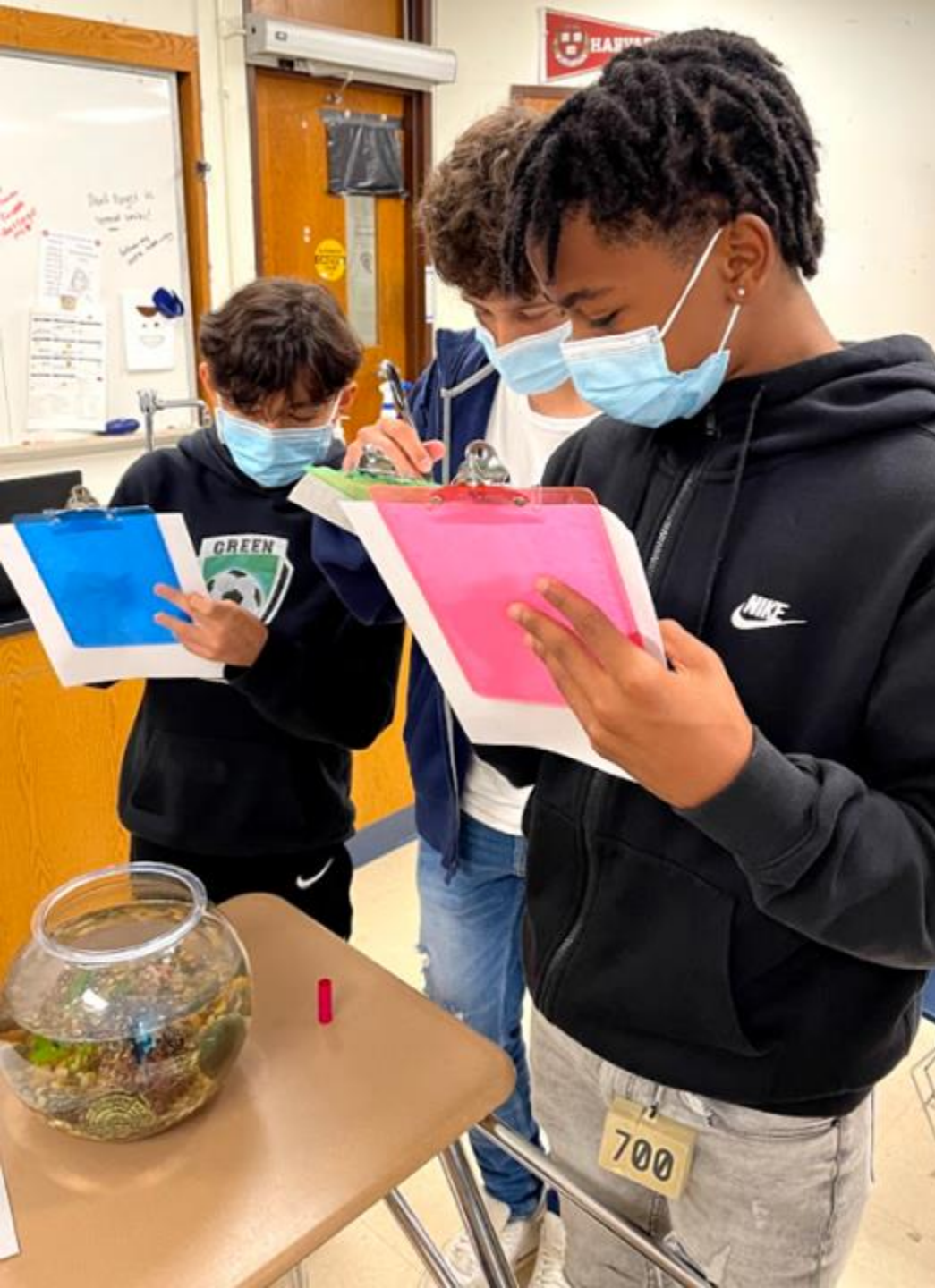
By June 2023, the Facilities Department will have a plan for securing additional resources for maintenance and preventative care of all school facilities, in accordance with the Efficiency Study.

- 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



**Goal 3:**  
The Human Resources, Finance, and Business and Operations Departments will have evaluated and streamlined their respective departments.



# 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.
- 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

# 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 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:

## 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



The image shows two screenshots of a "COVID-19 Positive Test Results Collection Survey" form. The form includes a header with the survey title, a body with instructions and a disclaimer, and a footer with contact information. The form is designed to collect test results and vaccination status from staff members.

# 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.

- 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
  - LGBTQ+ sensitivity & awareness
  - Negotiated new labor contracts



# 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



District	Race	2017-18		2018-19		2019-20		2020-21		2021-22	
		Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
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	-	-	2	0.2	-	-	-	-	-	-
	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](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%.

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



The image shows three overlapping performance evaluation forms from Norwalk Public Schools. The forms are titled 'Performance Evaluation' and include sections for 'Performance Objectives', 'Performance Evaluation', and 'Performance Summary'. The forms are designed for use by supervisors to evaluate staff performance. The forms include fields for Name, Title, Supervisor, and Date of Hire. They also include a section for 'Performance Objectives' with a table for tracking progress. The forms are designed for use by supervisors to evaluate staff performance.

# Finance

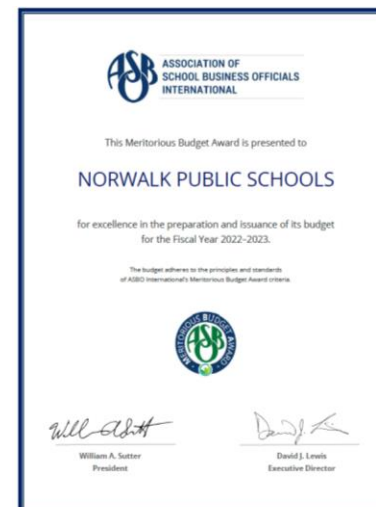
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- Improve the final budget book to make it a more attractive and user-friendly presentation of the district budget by 9/30/2022 and use the book as communication tool for FY24 budget development
- Realign finance staff to support enhanced SBB support 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 user-friendly 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 year-round 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 district-wide 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.



# 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 re-teach structures
- Central Office Retreats - July, November and January
- Stakeholder Feedback



# Goal 4 - 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.

- Observation trackers
- 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.

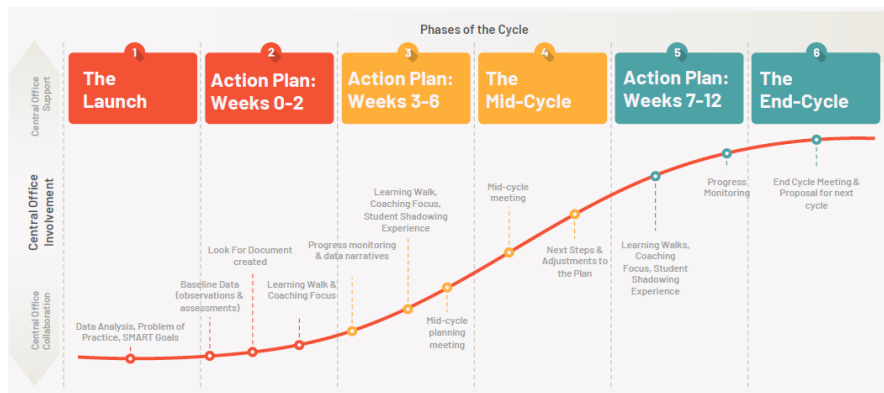
Learning Walks: Throughline of Instruction Look Fors

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.



## 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 remainder 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 attention to students.

# Goal 5 - Future Ready Programs (continued)

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

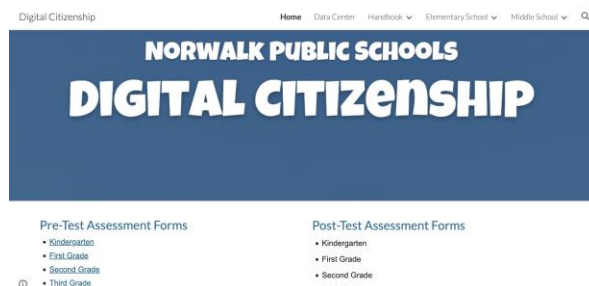
By June of 2023, 100 % of K-8 students will have received instruction in digital citizenship and research skills to be measured through the administration of pre- and post-assessments.

## 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

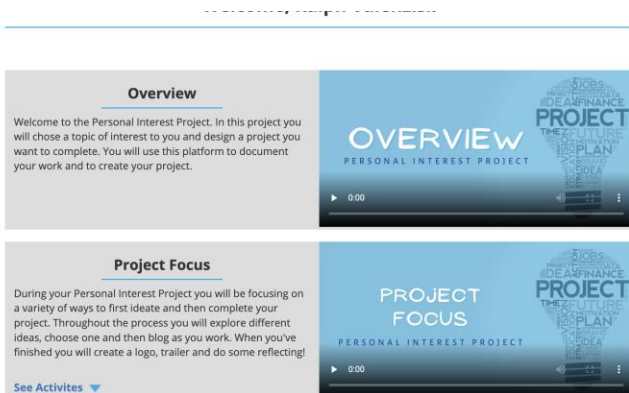
## Digital Learning Strategic Plan

Strategic Plan includes:

- Technology Infrastructure
- Data
- Coaching
- Library Media Services

## Structure includes:

- Current State
- Goals
- Gap Analysis
- Plans to Achieve
- 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**

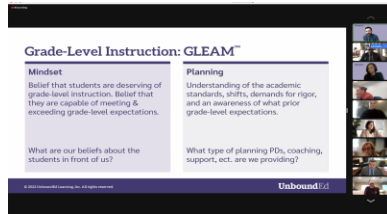
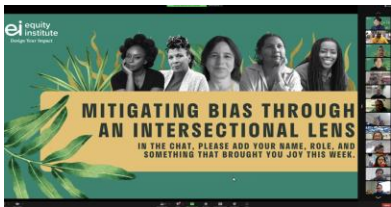
- Grading for Equity committee completed research-based book study and made six (6) recommendations to the policy committee for grading policy considerations.
- Principal visits conducted and feedback provided centered around supports for MLLS, SWDS, boys of color and utilization of data systems (Otus) 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.

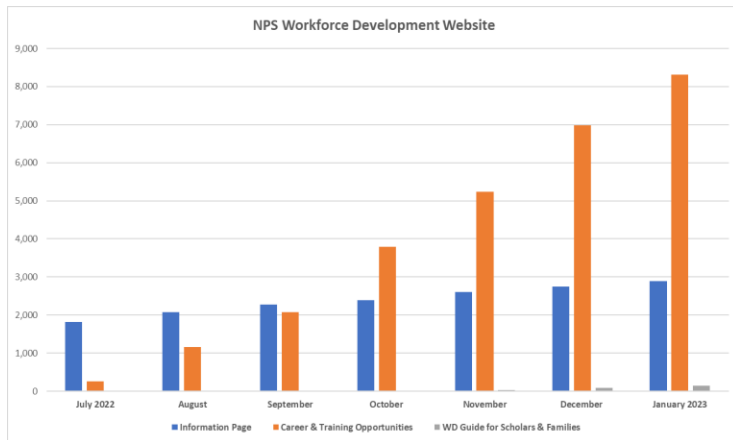
- **Professional Learning**

- 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.

[illegible]

# 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.

- 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-on-one, 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

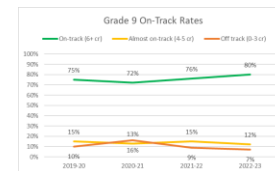
Item Analysis

Question	%Correct	#Correct	#Incorrect	A	B	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	9	6	9	45	0.64 / 1	Multiple c...
4	67.14%	47	23	N/A	N/A	N/A	N/A	0.67 / 1	Image ass...
1	77.14%	54	16	6	8	54	2	0.77 / 1	Multiple c...



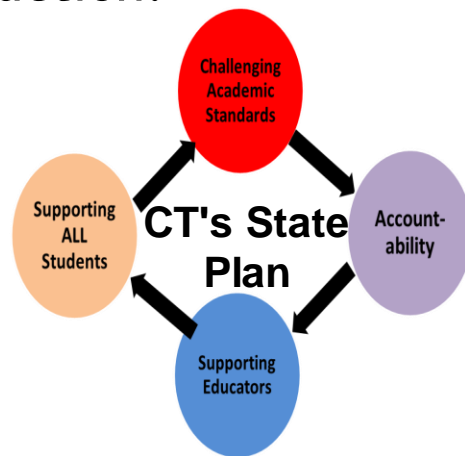
Grade 9 Chronic Absenteeism Rates

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



# Goal 5: Research & Analytics: (continued)

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.



## 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 district-wide 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.

**nwea**



**mCLASS  
DIBELS8**



# Goal 5: Research & Analytics: (continued)

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.

## Testing and Accountability

- State Testing
  - 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.



# 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.

- Increased main social channel engagement.
  - 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	Clicks
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

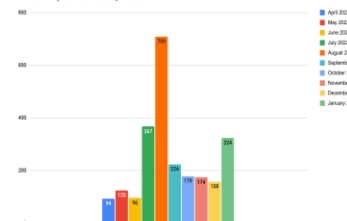
By June 2023, NPS will increase parent traffic by 30%. This will be accomplished by expanding the Family Center hours, incorporating a rotating schedule of community partners, including Family Navigators and other providers.

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.

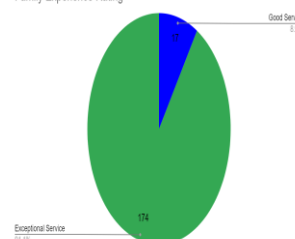


NPS Family Center Visits by Month



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

Family Experience Rating



Totals

INTERACTIONS	TOTALS
Family Center Visits	2,119
Professional Workshops and Partners Collaboration Meetings	2,037
Registration Follow-ups to Families	1,932
Student Assessments Jan 2022-Jan 2023	1,725
Family Engagement	1,062
Open & Close Events	114
Home Visits	49
History-Now 2022-Jan 2023	18

FAMILY CENTER COMMUNITY INTERACTIONS

