



NORWOOD PUBLIC SCHOOLS

SY2021 – SY2022 STRATEGIC PLAN

Full Strategic Plan w/Progress for FY20/21

As of April 13, 2021

MISSION STATEMENT

The Norwood Public Schools is committed to providing each student with a comprehensive and innovative education in an inclusive, safe, and supportive environment.

VISION STATEMENT

All Norwood Public School students will:

- be respectful, responsible, resilient, caring, and confident individuals;
- be able to communicate effectively, think critically, and work both independently, collaboratively, and creatively;
- be culturally competent global citizens who are civically active and embrace diversity in an increasingly interconnected world;
- be successful lifelong learners who are future (college and career) ready.

CORE VALUES

1. Improved Student Learning - We believe in supporting Professional Learning Communities to set high standards for engaged student learning that focuses on critical thinking, creative thinking, and project-based learning so that all students meet their highest potential.
2. Social Emotional Wellness - We believe in embedding social-emotional learning into our school culture and curriculum and providing programs and services to meet the needs of our students.
3. Innovative Teaching and Leadership - We will ensure that evidence-based practices are implemented as well as endeavor to increase professional involvement in the improvement of instruction and school leadership.
4. Positive Learning Culture - We believe in cultivating a culture based upon respect, trust, collaboration, effective communication, and broad-based decision making to collectively provide a positive learning culture.
5. Productive Community Partnerships - We believe in working to strengthen the trust, engagement, collaboration, and critical support between all stakeholders and the Norwood Public Schools.

SY2021 – SY2022 STRATEGIC PLAN - PROGRESS AT-A-GLANCE

| STRATEGIC OBJECTIVES AND STRATEGIC INITIATIVES | EOY TARGET, MEASURE | ACTUAL | STATUS |
|---|--|--------|--------------------------------------|
| 1 Investment and Resource Allocation: Create a purposeful and sustainable budget to provide sufficient funds to operate and improve the Norwood Public Schools. | | | Critical |
| 1.1 Commit to an open and transparent budget process that includes all stakeholders. | Budget Process; Progress of supporting initiatives | 19% | Critical As of 02/27/21 |
| 1.2 Develop community outreach and parent partnerships which will serve to educate and inform the stakeholders regarding district initiatives. | Community Outreach; Progress of supporting initiatives | | Not Started As of 01/11/21 |
| 1.3 Align SchoolTown resources (financial systems, facilities, human resources, etc) wherever possible to achieve strategic objectives and initiatives. | Resource Alignment; Progress of supporting initiatives | 20% | Critical As of 02/27/21 |
| 1.4 Recruit, develop, and retain highly qualified candidates while creating leadership opportunities and building capacity within our staff. | Staff Development; Progress of supporting initiatives | | Not Started As of 01/11/21 |
| 1.5 Provide staffing to maximize teaching and learning for students and faculty. | Teaching & Learning; Progress of supporting initiatives | | Not Started As of 01/11/21 |
| 1.6 Review and evaluate the efficacy of all district contracts and schedules toward meeting strategic objectives. | Contract Review; Progress of supporting initiatives | 33% | On Target As of 02/27/21 |
| 2 Facilities and Operations: Create facilities that are centers for innovation and comprehensive educational experiences, that will foster and promote problem solving and creativity for both staff and students within a safe environment. | | | Critical |
| 2.1 Secure funding for MSBA partial funding for a new CMS. Investigate the reconfiguration of the elementary neighborhood schools model. Elicit staff input and involvement in the development and planning of the renovation projects. (District Leadership) | MSBA Project; Progress of supporting initiatives | 7% | Critical As of 03/10/21 |
| 2.2 Extend the access to technology at the elementary schools. (District Leadership) | 100% Elem Access to Technology; Progress of supporting initiatives | 50% | Critical As of 01/21/21 |
| 2.3 Continue to update the infrastructure in all schools that support the technology-enhanced curriculum. (OUTCOME: Develop and implement technology plan to update infrastructure in all schools over the next 5 years) | Technology Enhanced Curriculum; Progress of supporting initiatives | 83% | On Target As of 01/21/21 |
| 2.4 Sustain and improve the necessary safety measures and procedures that promote safe learning environments (improve communications infrastructure). | Safe Environment; Progress of supporting initiatives | 33% | On Target As of 01/11/21 |
| 3 Innovative Instruction and Personalized Learning: Implement core curriculum through instructional practices that will inspire lifelong curiosity through collaborative problem solving and authentic learning. | | | Critical |
| 3.1 Implement a professional learning system by using, PLCs, data teams, tiered supports, and project-based learning. | Professional Learning; Progress of supporting initiatives | | Not Started As of 01/21/21 |
| 3.2 Identify core instructional programming for each level and content area to ensure equity and horizontal and vertical alignment with state standards. | Core Instructional Programming; Progress of supporting initiatives | 4% | Critical As of 01/21/21 |
| 3.3 Leverage technology to optimize teaching and personalized learning and increase student engagement. | Leverage Technology; Progress of supporting initiatives | 50% | On Target As of 01/21/21 |

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|---|--|-----|-------------------------------|
| 3.4 Develop and implement inclusive practices that consistently meet diverse learning needs in grades PK-12. | Inclusive Practices; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 4 Programs and Pathways: Create pathways that enable students to explore and pursue their interests and passions, while contributing to the overall good of the community. | | | Not Started |
| 4.1 Develop pathways and programs that capitalize on student interest and teacher expertise. | Pathway Development; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 4.2 Review and align existing programs and courses to fit a K-12 career pathway model including dual enrollment opportunities for college credit. | Program Review & Alignment; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 4.3 Develop alternative opportunities and partnerships for students to learn and earn credit at their own pace and at different times and places (before & after school, over the summer, and online). | Alternative Programming; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 4.4 Identify and develop community partnerships for various pathways (i.e.; health care, computer science, service industry, global studies, fine and performing arts, etc.). | Community Partnerships; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 4.5 Explore ways to expose students to career pathways at all levels in an equitable way. | Exposure to Pathways; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 5 Safe and Supportive Schools: Through the implementation of social emotional learning and culturally relevant and trauma informed practice, create a culture of care, inclusion, and safety for every student and their family in the Norwood Public Schools. | | | Critical |
| 5.1 Develop a prek-12 systematic approach to building student and teacher capacity for culturally relevant, trauma informed and socially/emotionally responsible learning. | SEL; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 5.2 Increase district capacity for culturally responsive practices through targeted, embedded and sustained professional development that encompass all aspects of school life. | Cultural Practices; Progress of supporting initiatives | 13% | Critical As of 04/12/21 |
| 5.3 Build meaningful connections with families to support, build trust and create an authentic learning community that values a strong partnership between schools and families. | Family Connection; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 5.4 Create and maintain a highly effective crisis and safety assessment team in every school. (District Leadership) | TEC Safety; Progress of supporting initiatives | | Not Started As of 01/12/21 |
| 6 DISTRICT SCORECARD: District-Wide Performance Indicators | | | Not Started |
| 6.1 Graduation Rates - District Overall | Graduation Rate - District Overall | | Not Started As of 01/12/21 |
| 6.2 Student Attendance - District Overall | Attendance Rate (District Average) | | Not Started As of 01/12/21 |
| 6.3 Student Performance/Assessment Data | Percent of Students at or above Proficiency (District Overall) | | Not Started As of 01/12/21 |
| 6.4 Student Enrollment Trends - District Overall | Student Enrollment | | Not Started As of 01/12/21 |
| 6.5 Safe Environment (Examples: Students feel safe at school / survey results; Parent survey results; etc). | 100% Percent Complete | | Not Started As of 01/12/21 |

SY2021 – SY2022 STRATEGIC PLAN - PROGRESS DETAIL

FINANCIAL STEWARDSHIP STRATEGIC OBJECTIVES & STRATEGIC INITIATIVES

1 Investment and Resource Allocation: Create a purposeful and sustainable budget to provide sufficient funds to operate and improve the Norwood Public Schools.

Critical

1.1 Commit to an open and transparent budget process that includes all stakeholders. (Karin Sheridan) (06/30/22)

Measure: Budget Process; Progress of supporting initiatives
Target:

19%

Critical

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|--------------------|--|--------|-------------------------------|
| 1.1.1 Produce and release a budget calendar. (Budget Committee) (Karin Sheridan) | 11/01/20, 01/30/21 | 100% Percent Complete | 100% | Achieved As of 02/27/21 |
| 1.1.2 Publish budget documents on the website and create a communication plan that is effective around these documents (including use of social media, NCM, print media). (Budget Committee) (Karin Sheridan) | 01/01/21, 04/15/21 | 100% Percent Complete | 25% | Critical As of 01/21/21 |
| 1.1.3 Work on long-term (3-5 years) budget planning, including reviewing budget trends and cost projections for strategic goals. (Budget Committee) (Karin Sheridan) | 01/01/21, 04/15/22 | Percent Complete | | Not Started As of 12/04/20 |
| 1.1.4 Budget Subcommittee to review best practices of other districts with respect to budget management and strategic budgeting. (Budget Committee) (Karin Sheridan) | 01/01/21, 12/31/21 | Percent Complete | | Not Started As of 12/04/20 |
| 1.1.5 Grant management: Review practices of other districts, develop processes for management and sustainability. Identify which grants are serving a one-time purpose; and which grants are covering expenses that need to be built into the operating budget and when the transition into the operating budget needs to occur. (Business Manager; Budget Committee) (Karin Sheridan) | 11/01/20, 12/01/21 | Percent Complete | | Not Started As of 12/04/20 |
| 1.1.6 Create a School Business Manual. (Business Manager) (Karin Sheridan) | 11/01/20, 12/31/21 | Percent Complete | 28% | Critical As of 02/27/21 |
| 1.1.7 Conduct an audit of all fiscal and operational policies (with MASC) and then update procedures in the district accordingly (policy piece years 2 and 3; procedure piece years 3 and 4). (Policy Subcommittee; Superintendent; Business Manager) (Karin Sheridan) | 01/01/21, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 1.1.8 Create a MOU with PTO's to discuss equity across the district and clarify partnership role of the PTOs with NPS and best practice donation and fundraising procedures. (Policy Subcommittee; Superintendent) (Karin Sheridan) | 11/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 1.1.9 KPI: Adopted Budget to Actual (Karin Sheridan) | 07/01/20, 06/30/22 | Adopted Budget; Difference from Actual | | Not Started As of 01/12/21 |
| 1.1.10 KPI: Grant Funds as Percent of Total Budget (Karin Sheridan) | 07/01/20, 06/30/22 | Grant Funds; Percent of Total Budget | | Not Started As of 01/12/21 |

1.2 Develop community outreach and parent partnerships which will serve to educate and inform the stakeholders regarding district initiatives. (David Thomson) (06/30/22)

Measure: Community Outreach; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|--------------------|--------------------------|--------|-------------------------------|
| 1.2.1 Reach out to PTO's and other parent groups to explain MSBA process and get feedback from them regarding grade configuration, middle school location, etc. (School Committee; Middle School Building Committee) (David Thomson) | 11/01/20, 03/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |

| 1.2.2 In collaboration with the middle school building committee, develop and implement the plan to conduct outreach to the entire community educating on why a new middle school is necessary, benefits of the new building, and justification of costs. (School Committee) (David Thomson) | 01/01/21, 04/15/22 | Percent Complete | | Not Started As of 12/04/20 |
|--|---|-------------------------------|--------|-------------------------------|
| 1.3 Align SchoolTown resources (financial systems, facilities, human resources, etc) wherever possible to achieve strategic objectives and initiatives. (Karin Sheridan) (06/30/22) | Measure: Resource Alignment; Progress of supporting initiatives Target: | | 20% | Critical |
| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
| 1.3.1 Continue work on Joint Facilities Dept. include providing feedback on the effectiveness of the joint department. (School Committee) (David Thomson) | 11/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 1.3.2 Work with the Gen Govt on cost-sharing allocation agreement by Dec 31, 2020 for cost allocation for DESE for FY21 reporting. (Karin Sheridan) | 11/01/20, 01/31/21 | 100% Percent Complete | 100% | Achieved As of 02/27/21 |
| 1.3.3 Work with Gen Govt on cost allocation and budgeting for FY22 and beyond to determine how to handle joint facilities dept. (Karin Sheridan) | 11/01/20, 06/30/22 | Percent Complete | 20% | Off Target As of 02/27/21 |
| 1.3.4 Investigate options for more collaboration with the town and new online systems in Human Resources, including digitally signed paperwork. (Business Manager) (Karin Sheridan) | 01/01/21, 06/30/22 | Percent Complete | 20% | On Target As of 02/27/21 |
| 1.3.5 Create and implement clear hiring and termination checklists. (David Thomson) | 01/01/21, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 1.3.6 Complete MUNIS work to allow for automated reports, smoother budget preparation, and appropriate limits and controls. (Karin Sheridan) | 11/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 1.3.7 Analyze MUNIS to determine if we are fully utilizing current packages, and if additional packages (ie HR and Receivables) can be obtained and is financially feasible to implement. (Karin Sheridan) | 11/01/20, 12/30/21 | Percent Complete | | Not Started As of 12/04/20 |
| 1.4 Recruit, develop, and retain highly qualified candidates while creating leadership opportunities and building capacity within our staff. (David Thomson) (06/30/22) | Measure: Staff Development; Progress of supporting initiatives Target: | | | Not Started |
| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
| 1.4.1 Explore other opportunities for advertising jobs, investing in the whole School Spring package, and expanding searching outside of Massachusetts. (NPS Administration) (David Thomson) | 01/01/21, 12/31/21 | Percent Complete | | Not Started As of 12/04/20 |
| 1.4.3 Establish relationships with colleges for student teacher opportunities. (NPS Administration) (David Thomson) | 01/01/21, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 1.4.5 Increase the diversity of our workforce to reflect the diversity of our student population and meet their cultural and linguistic needs. (NPS Administration) (David Thomson) | 01/01/21, 08/30/21 | Percent Complete | | Not Started As of 12/04/20 |
| 1.4.6 Analyze demographics and determine composition of the current NPS workforce; and identify areas of focus in terms of representation. (NPS Administration) (David Thomson) | 01/01/21, 06/30/22 | Percent Complete | | Not Started As of 01/11/21 |
| 1.4.7 KPI: Workforce Diversity (David Thomson) | 07/01/20, 06/30/22 | Workforce Diversity | | Not Started As of 01/11/21 |
| 1.4.8 KPI: Instructional Staff Retention (David Thomson) | 07/01/20, 06/30/22 | Instructional Staff Retention | | Not Started As of 02/04/21 |
| 1.5 Provide staffing to maximize teaching and learning for students and faculty. (Alexander Wyeth) (06/30/22) | Measure: Teaching & Learning; Progress of supporting initiatives Target: | | | Not Started |

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|-----------------------|--------------------------|--------|-------------------------------|
| 1.5.1 Investigate Student Services Department restructuring; develop a phased approach with appropriate facility and resource allocations, to restructure the student services department to increase the role and capacity to respond to district, student, staff and family needs; inclusive of increased local, state and federal requirements to increase Secure the appropriate funding to execute the Student Services department restructuring. (Student Services; Budget Committee; Superintendent) (Lori Cimeno) | 02/15/21, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 1.5.2 Complete assessment of current models and reflect on learnings from hybrid/ RLA to determine opportunities for restructuring elementary, middle, and high models. (NPS Administration) (Alexander Wyeth) | 03/01/21, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 1.5.3 Hire ESL Title III Coordinator who will develop a proposal/plan for restructuring the ESL program. (Superintendent; School Committee) (Alexander Wyeth) | 07/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |

1.6 Review and evaluate the efficacy of all district contracts and schedules toward meeting strategic objectives. (David Thomson) (06/30/22)

Measure: Contract Review; Progress of supporting initiatives
Target:

33%

On Target

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|-----------------------|--------------------------|--------|-------------------------------|
| 1.6.1 Establish the schedule for when the next Strategic Plan should be set, how that impacts administrator goals and School Improvement Plans, etc. (School Committee) (David Thomson) | 09/01/20, 03/15/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 1.6.2 Complete negotiations for Collective Bargaining Agreements. (School Committee) (David Thomson) | 09/01/20, 03/01/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 1.6.3 Compile "lessons learned" from Collective Bargaining negotiations. (School Committee) (David Thomson) | 09/01/20, 12/15/20 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 1.6.4 Review and update Individual Contracts. (David Thomson) | 11/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 1.6.5 Compile and share a list of all contracts - fire alarms, copiers, etc. (David Thomson) | 11/01/20, 06/30/21 | 100% Percent Complete | 100% | Achieved As of 02/27/21 |
| 1.6.6 Compile other contracts to review: Bus, Food Services, Effective School Solutions. (David Thomson) | 04/15/21, 03/01/22 | Percent Complete | 100% | Critical As of 02/27/21 |

INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES & STRATEGIC INITIATIVES

2 Facilities and Operations: Create facilities that are centers for innovation and comprehensive educational experiences, that will foster and promote problem solving and creativity for both staff and students within a safe environment.

Critical

2.1 Secure funding for MSBA partial funding for a new CMS. Investigate the reconfiguration of the elementary neighborhood schools model. Elicit staff input and involvement in the development and planning of the renovation projects. (District Leadership) (David Thomson) (06/30/22)

Measure: MSBA Project; Progress of supporting initiatives
Target:

7%

Critical

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|--------------------|---|--------|-------------------------------|
| 2.1.1 Research the educational aspects and considerations of the different grade configurations, 5-8 and 6-8. (Middle School Building Committee) (David Thomson) | 10/01/20, 03/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 2.1.2 Complete the Educational Plan. (NPS Administration; Middle School Building Committee) (David Thomson) | 12/31/20, 02/28/21 | 100% Percent Complete | 95% | On Target As of 03/10/21 |
| <i>Comments:</i> • This project began on time and has progressed successfully and we are on track for our first vote on March 24th (David Thomson, 03/10/21) | | | | |
| 2.1.3 Present the grade configuration pros/cons to the School Committee by end of February; Educational plan will be voted on by the SC and submitted to MSBA by the end of March. (Middle School Building Committee) (David Thomson) | 01/01/21, 03/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 2.1.4 The district will hold information public forums and stakeholder surveys between December 2020-March 2021. (Middle School Building Committee) (David Thomson) | 12/01/20, 03/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 2.1.5 In March 2021 the district will aid in the process of submitting the Preliminary Design Plan which will include information on educational programming, initial space summary, evaluation of existing conditions and facilities; site development requirements; and preliminary evaluation of alternatives. (Middle School Building Committee) (David Thomson) | 01/01/21, 03/31/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 2.1.6 Continue to hold public information forums and stakeholder feedback surveys between March-June 2021. (Middle School Building Committee) (David Thomson) | 03/01/21, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 2.1.7 In May 2021, the Superintendent will present to the School Committee. (Middle School Building Committee) (David Thomson) | 04/01/21, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 2.1.8 By mid-June 2021, the School Committee will vote on grade configuration of the new middle school. (Middle School Building Committee) (David Thomson) | 05/01/21, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 2.1.9 In July 2021, the district will submit the preferred schematic report. (Middle School Building Committee) (David Thomson) | 06/01/21, 07/01/21 | Percent Complete | | Not Started As of 12/04/20 |
| 2.1.13 KPI: MSBA Project; Deadlines Met & Funding Secured (David Thomson) | 07/01/20, 06/30/22 | 100% MSBA Project Execution; Percent Funding & Deadlines Met | | Not Started As of 01/12/21 |

2.2 Extend the access to technology at the elementary schools. (District Leadership) (Joe Kidd) (06/30/22)

Measure: Elem Access to Technology; Progress of supporting initiatives
Target: 100%

50%

Critical

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|------------------|--------|----------------------------|
| 2.2.1 Between May-August 2020 Chromebooks of graduating 8th and 12th grade students will be collected, inspected, repaired and prepared for redistribution among elementary schools, 450 new Chromebooks (touchscreen and non-touch screen) and iPads will be purchased and prepared for distribution among grades K-5 grade classrooms in the elementary schools. (Tech Dept; NPS Administration) (Joe Kidd) | 07/01/20, 01/31/21 | Percent Complete | 100% | Achieved As of 01/12/21 |
| 2.2.2 In July-August of 2020, grant proposal will be submitted to DESE for Remote Learning Technology grant to provide funding for kindergarten ipad devices. (Tech Dept.) (Joe Kidd) | 07/01/20, 01/31/21 | Percent Complete | 100% | Achieved As of 01/12/21 |

| 2.2.3 In September 2020 - June 2021 work with families in need on providing assistance with adequate and reliable internet access at home. (Tech Dept.) (Joe Kidd) | 07/01/20, 06/30/21 | Percent Complete | 50% | On Target As of 01/21/21 |
|---|--|--|--------|-------------------------------|
| <i>Comments:</i> • In progress. (Ed Tech; Joe Kidd, 01/12/21) | | | | |
| 2.2.4 KPI: Elementary students with access to internet & a learning device (Joe Kidd) | 07/01/20, 06/30/22 | 100% Percentage of Elementary Students with Access to Internet & Device | | Not Started As of 01/12/21 |
| 2.2.5 KPI: Students with reliable internet access at home (Joe Kidd) | 07/01/20, 06/30/22 | 100% Percentage of students that have reliable internet access at home | | Not Started As of 01/12/21 |
| 2.2.6 KPI: Average daily attendance in remote learning matches hybrid learning. (Joe Kidd) | 01/01/21, 06/30/22 | Remote Learning Average Daily Attendance | | Not Started As of 02/04/21 |
| | | | | |
| 2.3 Continue to update the infrastructure in all schools that support the technology-enhanced curriculum. (OUTCOME: Develop and implement technology plan to update infrastructure in all schools over the next 5 years) (Joe Kidd) (06/30/22) | Measure: Technology Enhanced Curriculum; Progress of supporting initiatives Target: | | 83% | On Target |
| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
| 2.3.1 Between May-August of 2020 create a committee of teachers, administrators and technology staff members for planning infrastructure, staffing and curriculum needs for a remote/hybrid learning environment for the 2020-2021 school year. (Tech Dept.) (Joe Kidd) | 07/01/20, 08/30/20 | Percent Complete | 100% | Achieved As of 01/21/21 |
| 2.3.2 Between May-August of 2020, develop and implement a one-year remote/hybrid technology plan based on the needs of teachers, students, parents and administrators on the remote/hybrid learning environment for the 2020-2021 school year. (Remote/Hybrid Committee) (Joe Kidd) | 07/01/20, 08/30/20 | 100% Percent Complete | 100% | Achieved As of 01/21/21 |
| 2.3.3 Develop a budget and find funding for the remote/hybrid technology plan through the school committee, town, and DESE grant opportunities. (Remote/Hybrid Committee) (Joe Kidd) | 07/01/20, 07/30/20 | 100% Percent Complete | 100% | Achieved As of 01/21/21 |
| 2.3.4 Develop the next three year strategic technology plan aligned with the district strategic goals. (Remote/Hybrid Committee) (Joe Kidd) | 12/01/20, 03/30/21 | 100% Technology Plan Developed | 50% | Critical As of 01/21/21 |
| 2.3.5 KPI: Execution of Remote/Hybrid Technology Plan (Joe Kidd) | 07/01/20, 06/30/22 | Remote/Hybrid Technology Plan; Percent of Goals Realized | 80% | On Target As of 01/21/21 |
| 2.3.6 KPI: Stakeholder Feedback on Infrastructure and Reliability (Joe Kidd) | 07/01/20, 06/30/22 | Infrastructure and Reliability; Stakeholder Percent Satisfaction | | Not Started As of 01/12/21 |
| 2.3.7 KPI: Network uptime in District (Joe Kidd) | 07/01/20, 06/30/22 | Percentage of network uptime in District | 100% | On Target As of 02/05/21 |
| 2.3.8 KPI: Uptime for SAAS based applications used by District Stakeholders (Joe Kidd) | 07/01/20, 06/30/22 | Percentage of uptime for SAAS based applications used by District Stakeholders | | Not Started As of 01/12/21 |

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|---|-----------------------|--|-------------------------------|
| 2.3.9 KPI: Student participation in remote/hybrid learning (Joe Kidd) | 07/01/20, 06/30/22 | Student login and participation data for remote/hybrid learning as compared to normal daily attendance rates in past years | Not Started As of 01/12/21 |
| 2.3.10 KPI: Develop and implement technology plan to update infrastructure in all schools over the next 5 years. (Joe Kidd) | 07/01/20, 06/30/22 | Technology Plan | Not Started As of 01/12/21 |

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|---|--|-----|------------------|
| 2.4 Sustain and improve the necessary safety measures and procedures that promote safe learning environments (improve communications infrastructure). (Paul Riccardi) (06/30/22) | Measure: Safe Environment; Progress of supporting initiatives | 33% | On Target |
|---|--|-----|------------------|

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|-----------------------|--------------------------|--------|-------------------------------|
| 2.4.1 November 2020 town meeting vote on capital budget funding for various school infrastructure safety projects. (David Thomson) | 11/01/20, 01/30/21 | 100% Percent Complete | 100% | Achieved As of 01/11/21 |
| 2.4.2 Between June - August 2021 - Installation of a new card swipe access system upgrade for all buildings. (Town-Wide Facilities) (Paul Riccardi) | 06/01/21, 08/30/21 | Percent Complete | | Not Started As of 12/04/20 |
| 2.4.3 Between June - August 2021 - Installation of new intercom systems for all elementary schools. (Town-Wide Facilities) (Paul Riccardi) | 06/01/21, 08/30/21 | Percent Complete | | Not Started As of 12/04/20 |

PROFESSIONAL DEVELOPMENT STRATEGIC OBJECTIVES & STRATEGIC INITIATIVES

3 Innovative Instruction and Personalized Learning: Implement core curriculum through instructional practices that will inspire lifelong curiosity through collaborative problem solving and authentic learning.

Critical

3.1 Implement a professional learning system by using, PLCs, data teams, tiered supports, and project-based learning. (Alexander Wyeth) (06/30/22)

Measure: Professional Learning; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|--|--------|-------------------------------|
| 3.1.1 Provide teachers with routine professional learning time to analyze student data, review long-term plans and collaborate with peers. (Principals; Coordinators) (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/21/21 |
| 3.1.2 Complete a needs assessment of what additional professional learning is needed in advance of the 2021-2022 school year. (Principals) (Alexander Wyeth) | 05/01/21, 09/30/21 | Percent Complete | | Not Started As of 12/04/20 |
| 3.1.3 Provide follow up training for “early adopters” in the World Savvy PBL approach in 6-12. Track staff participation rates. (Alexander Wyeth) | 09/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 3.1.5 Initiate World Savvy Training for grades 4-5. (Elementary Principals) (Alexander Wyeth) | 07/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 3.1.6 KPI: Teacher Engagement in Professional Development (Alexander Wyeth) | 07/01/20, 06/30/22 | Teacher Participation in Curriculum and PD Activities (SY21 Target: Significant) | | Not Started As of 01/12/21 |
| 3.1.7 KPI: Professional Development Feedback (TeachPoint Evaluations) (Alexander Wyeth) | 07/01/20, 06/30/22 | 100% PD Feedback as tracked by TeachPoint Evaluations and PD Events; (SY21 Target: Significant) | | Not Started As of 01/21/21 |
| 3.1.8 KPI: Changes in Instructional Practices (Alexander Wyeth) | 07/01/20, 06/30/22 | Changes in Instructional Practices as observed by Principals and Supervisors; (SY21 Target: Significant) | | Not Started As of 01/12/21 |

3.2 Identify core instructional programming for each level and content area to ensure equity and horizontal and vertical alignment with state standards. (Alexander Wyeth) (06/30/22)

Measure: Core Instructional Programming; Progress of supporting initiatives
Target:

4%

Critical

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|--------------------------|--------|-------------------------------|
| 3.2.1 Pilot Mystery Science Program K-5. Identify core elementary science materials. (Elementary Science Specialists) (Alexander Wyeth) | 10/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 3.2.2 Develop a 5-year elementary science revamp plan. (Elementary Science Specialists) (Alexander Wyeth) | 07/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 3.2.3 Establish 6-12 STE curriculum review teams to identify leading curriculum materials to review and pilot. (6-12 STE Chair) (Alexander Wyeth) | 11/01/20, 04/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 3.2.4 Submit K-12 STE proposal to Superintendent for budget approval. (Asst. Supt.) (Alexander Wyeth) | 04/01/21, 04/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 3.2.5 Initiate elementary math curriculum review committee. (Jill Milton) | 11/01/20, 11/30/20 | 100% Percent Complete | | Not Started As of 12/04/20 |

| | | | | |
|--|-----------------------|---|-----|-------------------------------|
| 3.2.7 Create a committee to identify areas of curricula and professional development needed and purchase curriculum to align programming for specialized program strands PK-12. Funding from FY20 240 grant. Inclusive of Wilson training for special education teachers K-5. (Special Ed) (Lori Cimeno) | 11/01/20, 06/30/22 | Percent Complete | 25% | On Target As of 01/21/21 |
| 3.2.8 KPI: 5-Year Curriculum Renewal Cycle (Established, Funded, and Executed) (Alexander Wyeth) | 07/01/20, 06/30/22 | 5-Year Curriculum Renewal Cycle; Established, Funded, Executed | | Not Started As of 01/12/21 |

3.3 Leverage technology to optimize teaching and personalized learning and increase student engagement. (Joe Kidd) (06/30/22)

Measure: Leverage Technology; Progress of supporting initiatives
Target:

50%

On Target

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|-----------------------|--|--------|-------------------------------|
| 3.3.1 Provide 11 days of PD before start of school around technology and curriculum development & rollout. (Tech Dept.; Principals; Coordinators) (Alexander Wyeth) | 08/01/20, 09/30/20 | 100% Percent Complete | 100% | Achieved As of 01/21/21 |
| 3.3.2 Utilize Wednesday afternoons and dedicated in-service time to target specific staff with technology support around new and innovative technology programs such as SeeSaw, Google Suite, and others. (Tech Dept.; Principals; Coordinators) (Bryan Riley) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 3.3.3 Use Renaissance Star 360 in all grades K-10, alignment with Freckle Math and ELA, to track student growth data and modify instruction to improve student performance. (Teachers; Principals; Coordinators) (Jill Milton) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 3.3.4 Provide ongoing PD by curriculum coordinators, and self-directed PD with MassCue4You. (Curriculum Coordinators) (Bryan Riley) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 3.3.5 Adoption of SeeSaw PreK-2 as remote learning platform. (Tech Dept.) (Joe Kidd) | 09/01/20, 09/30/20 | 100% Percent Complete | 100% | Achieved As of 01/21/21 |
| 3.3.6 Technology departments' purchasing and disbursement of chromebooks and hotspots to ensure all Norwood students (1-12) had devices and were set-up for success. (Tech Dept.) (Joe Kidd) | 09/01/20, 06/30/22 | Percent Complete | 100% | On Target As of 01/21/21 |
| 3.3.7 KPI: Students effectively using Google Suite and SeeSaw to advance learning (Joe Kidd) | 07/01/20, 06/30/22 | Usage data (technology statistics) for Chromebook, Seesaw, Classroom, Freckle Online Activity | | Not Started As of 01/12/21 |
| 3.3.8 KPI: Staff Technology PD Website is created and used to train teachers. (Joe Kidd) | 07/01/20, 06/30/22 | Staff Technology PD Website; Created & Implemented | 100% | On Target As of 01/21/21 |

3.4 Develop and implement inclusive practices that consistently meet diverse learning needs in grades PK-12. (Alexander Wyeth) (06/30/22)

Measure: Inclusive Practices; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|-----------------------|--------------------------|--------|-------------------------------|
| 3.4.1 Create a plan for inclusive practices/UDL PD for this year and the next 2 years. (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 3.4.2 Provide UDL PD for teachers in grades 6-12 (Katie Novak) (Alexander Wyeth) | 09/01/20, 12/08/20 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 3.4.5 Provide ADL anti-racist and CRT training to all staff. (Hugh Galligan) | 11/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |

| | | | |
|--|-----------------------|--|-------------------------------|
| 3.4.7 KPI: Inclusive Practices; Teacher PD and Change (Alexander Wyeth) | 07/01/20, 06/30/22 | Teacher PD and Change in Inclusive Practices; (SY21: Moderate Change; SY22: Significant Change) | Not Started As of 01/12/21 |
| 3.4.8 KPI: Increase in student attendance rates, in performance as measured by grade reports, assessment data, and student work samples. (Alexander Wyeth) | 07/01/20, 06/30/22 | Student Attendance Rate | Not Started As of 02/04/21 |

STUDENT DEVELOPMENT STRATEGIC OBJECTIVES & STRATEGIC INITIATIVES

4 Programs and Pathways: Create pathways that enable students to explore and pursue their interests and passions, while contributing to the overall good of the community.

Not Started

4.1 Develop pathways and programs that capitalize on student interest and teacher expertise. (Hugh Galligan) (06/30/22)

Measure: Pathway Development; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|--------------------|---|--------|-------------------------------|
| 4.1.1 There are two operating pathways (one operating and one launching) at NHS. (Admin/Career Counselor) (Hugh Galligan) | 07/01/20, 09/30/21 | Percent Complete | | Not Started As of 12/04/20 |
| 4.1.2 KPI: Enrollment targets are met for each pathway (20 per year per pathway). (Hugh Galligan) | 07/01/20, 06/30/21 | 100% Pathway Enrollment (Target 20 per Pathway) | | Not Started As of 01/12/21 |
| 4.1.2.1 Enter each Pathway here (Hugh Galligan) | 07/01/20, 06/30/21 | 20 Pathway Enrollment (Target: 20) | | Not Started As of 01/12/21 |
| 4.1.3 KPI: Retention targets are met for each pathway (80% target per pathway). (Hugh Galligan) | 07/01/20, 06/30/21 | 100% Pathway Retention (Target 80%) | | Not Started As of 01/12/21 |
| 4.1.3.1 Enter each Pathway here (Erin Regan) | 07/01/20, 06/30/21 | 80% Pathway Retention | | Not Started As of 01/12/21 |
| 4.1.4 KPI: Career Pathway Demographics; Demographic make-up of students in career pathway programs is more representative of school demographic. (Hugh Galligan) | 07/01/20, 06/30/21 | 100% Career Pathway Demographics | | Not Started As of 01/12/21 |

4.2 Review and align existing programs and courses to fit a K-12 career pathway model including dual enrollment opportunities for college credit. (Nancy Coppola) (06/30/22)

Measure: Program Review & Alignment; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|--------------------------|--------|-------------------------------|
| 4.2.1 Elementary teams conduct a review of career exploration opportunities at PK-5. (PK-5 Teachers and Administration Committee) (Nancy Coppola) | 07/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 4.2.2 Middle school conducts a review of career exploration and immersion opportunities in grades 6-8. (CMS Teachers and Admin Committee) (Margo Fraczek) | 07/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |

4.3 Develop alternative opportunities and partnerships for students to learn and earn credit at their own pace and at different times and places (before & after school, over the summer, and online). (Hugh Galligan) (06/30/22)

Measure: Alternative Programming; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|--------------------|--------------------------|--------|-------------------------------|
| 4.3.1 Create additional credit recovery options at high school level. (MS and HS Administration) (Hugh Galligan) | 07/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |

4.4 Identify and develop community partnerships for various pathways (i.e.; health care, computer science, service industry, global studies, fine and performing arts, etc.). (Hugh Galligan) (06/30/22)

Measure: Community Partnerships; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|--------------------------------------|--------|-------------------------------|
| 4.4.1 Identify prospective community organizations and business networks to support existing and prospective career education programs. (Program Staff; Career Counselor) (Hugh Galligan) | 07/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 4.4.2 Identify prospective business partners to support student learning opportunities in career education programs. (Program Staff; Career Counselor) (Hugh Galligan) | 07/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 4.4.3 KPI: Community Partnerships for Pathways (Hugh Galligan) | 07/01/20, 06/30/22 | CTE Community Partnerships Developed | | Not Started As of 01/12/21 |

4.5 Explore ways to expose students to career pathways at all levels in an equitable way. (David Thomson) (06/30/22)

Measure: Exposure to Pathways; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|-----------------------|--------|-------------------------------|
| 4.5.1 Identify funding needs for PK-5 career awareness and exposure, and allocate funding in FY22 budget. (David Thomson) | 07/01/20, 03/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 4.5.2 Absorb grant funding into the operating budget at secondary level 6-12. (Karin Sheridan) | 07/01/20, 03/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |

5 Safe and Supportive Schools: Through the implementation of social emotional learning and culturally relevant and trauma informed practice, create a culture of care, inclusion, and safety for every student and their family in the Norwood Public Schools.

Critical

5.1 Develop a prek-12 systematic approach to building student and teacher capacity for culturally relevant, trauma informed and socially/emotionally responsible learning. (David Thomson) (06/30/22)

Measure: SEL; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|--------------------|------------------|--------|-------------------------------|
| 5.1.1 School Committee adoption of the following policies: Gender Identity Policy; Educational Equity Policy; Reconsideration of Instructional Resources Policy. (School Committee) (Teresa Stewart) | 07/01/20, 09/30/21 | Percent Complete | | Not Started As of 12/04/20 |
| 5.1.4 Introduce Social Thinking at LMPA. Purchase program, schedule training for staff, implement for 2021-2022. (Student Services; Principals; Adj. Counselors) (Lori Cimen) | 03/01/21, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 5.1.7 KPI: Policies are passed by SC. (David Thomson) | 07/01/20, 06/30/22 | Policies Passed | | Not Started As of 02/04/21 |

5.2 Increase district capacity for culturally responsive practices through targeted, embedded and sustained professional development that encompass all aspects of school life. (Alexander Wyeth) (06/30/22)

Measure: Cultural Practices; Progress of supporting initiatives
Target:

13%

Critical

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|-----------------------|--------|-------------------------------|
| 5.2.1 Conduct World Savvy Global Competency Training for a pilot group of 6-12 educators. Implement WSGC curriculum model in pilot classrooms 6-12. (Asst. Supt.; Principals) (Alexander Wyeth) | 07/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 5.2.2 Embed Culturally Responsive Teaching Practices in all classrooms Pre-K-12. (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.2.1 Train elementary teachers in Culturally Responsive Teaching Training (w/Ariel Nelson). (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |

| | | | | |
|---|--------------------|--|-----|-------------------------------|
| 5.2.2.2 Train Leadership Team by Highlander Institute: Culturally Responsive Training. (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.2.3 Train NHS staff in Culturally Responsive Teaching practices. (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.2.4 Train CMS Staff in CRT practices (MPY and in house training). (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.2.5 Create a committee to develop a rubric that outlines NPS CRT practices at all grade levels. (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.2.6 Create a committee to review curriculum at all grade levels for Culturally Diverse materials. (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.2.7 Implement CRT practices at all grade levels. (Alexander Wyeth) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.3 MTSS CRT Grant: Callahan (Fall 2020- to be used to increase culturally responsive texts, guest speakers); Year One - Leadership team working with AdaptiveX; Year Two - Roll out to staff, share progress with Admin Team). (Donna Brown) | 09/01/20, 06/30/22 | Percent Complete | 50% | On Target As of 04/12/21 |
| <i>Comments:</i> • Leadership team at the Callahan have attended 4 full day workshops with AdaptiveX and meet twice per month with AdaptiveX coach with follow up meetings as a team. (Donna Brown, 02/05/21) | | | | |
| 5.2.4 Train teachers in identifying strategies that create a safe, supportive, and trauma sensitive classroom. (Lori Cimen) | 09/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.2.5 KPI: Social Thinking program fully implemented at LMPA. (David Thomson) | 07/01/20, 06/30/22 | Social Thinking Program Implementation | | Not Started As of 02/04/21 |

5.3 Build meaningful connections with families to support, build trust and create an authentic learning community that values a strong partnership between schools and families. (David Thomson) (06/30/22)

Measure: Family Connection; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|--------------------|--|--------|-------------------------------|
| 5.3.2 Create a central registration for all new NPS students. (District Administration) (Lori Cimen) | 07/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.3.3 Norwood Schools Listen Initiative to engage in meaningful dialog with parents around systemic racism in schools. (District Administration) (Alexander Wyeth) | 11/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |
| 5.3.4 KPI: Centralized Drive for translated documents shared with appropriate NPS staff. (David Thomson) | 07/01/20, 06/30/22 | Centralized Drive for Translated Documents | | Not Started As of 02/04/21 |

5.4 Create and maintain a highly effective crisis and safety assessment team in every school. (District Leadership) (David Thomson) (06/30/22)

Measure: TEC Safety; Progress of supporting initiatives
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|---|--------------------|--------------------------|--------|-------------------------------|
| 5.4.1 TEC Safety Program attended by representatives from elementary, middle, high school, NPD. (School Leads; Dept. Leads) (David Thomson) | 07/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |
| 5.4.2 TEC team to conduct a safety assessment for each school. (District Leadership Team, Building & Grounds, Principals, Custodians) (David Thomson) | 11/01/20, 06/30/21 | 100% Percent Complete | | Not Started As of 12/04/20 |
| 5.4.3 Safety Assessment reviewed by all schools. (District Leadership Team, Building & Grounds, Principals, Custodians) (David Thomson) | 07/01/20, 09/30/21 | Percent Complete | | Not Started As of 12/04/20 |
| 5.4.4 Implement plan and set up regular review. (District Leadership Team, Building & Grounds, Principals, Custodians) (David Thomson) | 07/01/20, 06/30/22 | Percent Complete | | Not Started As of 12/04/20 |

| | | | |
|---|-----------------------|---------------------------------------|-------------------------------|
| 5.4.5 KPI: Finalize and adopt SEOP (School Emergency Operational Plan). (Donna Brown) | 07/01/20, 06/30/21 | 100% SEOP Final and Operational | Not Started As of 01/12/21 |
|---|-----------------------|---------------------------------------|-------------------------------|

6 DISTRICT SCORECARD: District-Wide Performance Indicators

Not Started

6.1 Graduation Rates - District Overall (Dana Brown) (06/30/22)

Measure: Graduation
Rate - District Overall
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|-----------------------|--------------------|--------|-------------------------------|
| 6.1.1 PLACEHOLDER for site specific graduation data (Dana Brown) | 07/01/20, 06/30/22 | Percent Complete | | Not Started As of 01/12/21 |

6.2 Student Attendance - District Overall (Dana Brown) (06/30/21)

Measure: Attendance
Rate (District Average)
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|-----------------------|----------------------|--------|-------------------------------|
| 6.2.1 PLACEHOLDER for site or grade specific Attendance Rates (Dana Brown) | 07/01/20, 06/30/21 | Site Attendance Rate | | Not Started As of 01/12/21 |

6.3 Student Performance/Assessment Data (Dana Brown) (06/30/21)

Measure: Percent of
Students at or above
Proficiency (District
Overall)
Target:

Not Started

| PROCESS/CHANGE BENCHMARKS | START/END DATE | TARGET, MEASURE | ACTUAL | STATUS |
|--|-----------------------|--|--------|-------------------------------|
| 6.3.1 PLACEHOLDER for specific site or grade-level data (Dana Brown) | 07/01/20, 06/30/21 | 100% Site/Grade Specific Assessment Data | | Not Started As of 01/12/21 |

6.4 Student Enrollment Trends - District Overall (Dana Brown) (06/30/22)

Measure: Student
Enrollment
Target:

Not Started

6.5 Safe Environment (Examples: Students feel safe at school / survey results; Parent survey results; etc). (Dana Brown) (06/30/21)

Measure: Percent
Complete
Target: 100%

Not Started

PLAN IMPLEMENTATION

APPENDIX A: STRATEGIC PLANNING TERMS

| STRATEGIC PLANNING TERM | DEFINITION |
|--|--|
| Core Values/Guiding Principles | How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what? |
| Core Purpose/Mission Statement | The organization's core purpose. Why do we exist? |
| Vision Statement (5+ years) | Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going? |
| Competitive Advantages | A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market? |
| Organization-Wide Strategies | Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how." |
| Long-Term Strategic Objectives (3+ years) | Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision? |
| Short-Term Items (1 year) | Short-term items that convert the Strategic Objectives into specific performance targets. Effective goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Strategic Objectives? |
| Key Performance Indicators (KPIs) | Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to goals. How will we know we have achieved our goals? |