Strategic Objectives	SP#	Strategic Initiative	Strategy Summary	Keep	Monitor
Investment and Resource Allocation: Create a purposeful and sustainable budget to provide sufficient funds to operate and improve the Norwood Public Schools.	1.3	Align School-Town resources (financial systems, facilities, human resources, etc.) wherever possible to achieve strategic objectives and initiatives.	Work to create tighter alignment between both the town and school financial and HR processes and procedures.	X	
Investment and Resource Allocation: Create a purposeful and sustainable budget to provide sufficient funds to operate and improve the Norwood Public Schools.	1.4	Recruit, develop, and retain a highly qualified staff that reflects the diversity of the Norwood community, while creating leadership opportunities, building capacity within our staff, and fostering an affirming, equity-oriented culture.	Attracting and retaining a diverse staff will require NPS to shift from a passive advertising stance to an active recruitment stance. This will include building connections with teacher preparation programs, surveying current staff for the names of potential candidates, using multiple platforms for the recruitment of candidates and advertisement of positions, committing not to make any hires without first having a diverse candidate pool, and intentionally networking to seek out candidates to recruit.	X	
Investment and Resource Allocation: Create a purposeful and sustainable budget to provide sufficient funds to operate and improve the Norwood Public Schools.	1.5	Provide staffing to maximize teaching and learning for students and faculty.	Continue to monitor and advocate for staffing levels that allow the district to meet student needs and district programmatic goals		X
Investment and Resource Allocation: Create a purposeful and sustainable budget to provide sufficient funds to operate and improve the Norwood Public Schools.	1.6	Review and evaluate the efficacy of all district contracts and schedules toward meeting strategic objectives.	Compile and evaluate all NPS service contracts (bus, food services, McCleans, etc), Town - Wide Contracts, and MOU agreements that impact the work of the district to identify what is working and where changes need to be made.	X	
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.	2.1	Revisit previous facilities study and develop a long-term strategic facilities plan. Secure funding for MSBA partial funding for a new CMS. (Monitor) Investigate the space utilization and programming goals of the K and 1-4 elementary model to determine if reconfiguring is most effective for the NPS Elicit staff input and involvement in the development and planning of the renovation projects.	This strategic initiative is designed to create a long-term strategic facilities plan.		X
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.	2.2	Extend the access to technology at the elementary schools (MONITOR)	NPS has provisioned for 1:1 Chromebooks for all elementary students in grades 1-5 (Spring 2020), Smartboards traded out for Touchviews (Spring/Summer 2022) in all prek-grade 5 classrooms, and iPads sent to Willett for hybrid use (Spring 2020). NPS Tech Dept. has a technology refresh cycle that they follow.		X
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.	2.3	Continue to update the infrastructure in all schools that support the technology-enhanced curriculum.	The Norwood Public Schools technology department is dedicated to providing an always-on, everywhere learning infrastructure that both students and staff members have access to whether they are in school or at home. In order for our students to remain competitive as they prepare for college or career after graduation, they must have access to technology tools they need in order to be successful. This means that we need to provide an infrastructure that is up to date, reliable, and secure. As such, the Norwood Public Schools utilizes a hybrid infrastructure that incorporates both on-premise servers and storage as well as cloud-based, hosted, systems.	X	

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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.	2.4	Sustain and improve the necessary safety measures and procedures that promote safe learning environments (improve communications infrastructure).	Work to update the communications infrastructure to ensure efficient and effective communication during crisis and emergencies.	X	
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.	2.5	Develop a standard for resources	Since the start of this strategic plan, the elementary team has significantly improved academic continuity across the elementary schools. This has included onboarding curriculum coordinators and selecting standardized core academic resources for teachers to use. The need continues to examine non-academic resources such as playground and facilities and PTO/PTA budgets.	X	
Innovative Instruction and Personalized Learning: Implement core curriculum through instructional practices that will inspire lifelong curiosity through collaborative problem solving and authentic learning.	3.1	Implement a professional learning system by using professional learning time for instructional improvement that includes high-quality professional development, PLCs, data teams, and tiered supports.	With the addition of two more curriculum coordinators, we are in a good position to leverage their specific content focus with the instructional leadership of the administrative team to create and implement a Professional Learning System to help narrow student achievement gaps. Utilizing Professional Learning Time to drive the instructional foci of the district (and individual schools) to implement HQPD will allow staff and faculty to scaffold instruction within Tier I supports using data-driven decision making.	X	
Innovative Instruction and Personalized Learning: Implement core curriculum through instructional practices that will inspire lifelong curiosity through collaborative problem solving and authentic learning.	3.2	Identify core instructional programming for each level and content area to ensure equity and horizontal and vertical alignment.	A core instructional program is the foundation of a strong school district, and in order for that programming to be the state of the art, it needs to be evaluated and renewed on a regular cycle, typically every six years or so. In order for the core program to be consistently implemented to ensure equity of programming across the district, there also needs to be ongoing conversations with grade-level teachers to assure both horizontal and vertical alignment. This is especially true for grades of 5 to 6 and 8 to 9.	X	
Innovative Instruction and Personalized Learning: Implement core curriculum through instructional practices that will inspire lifelong curiosity through collaborative problem solving and authentic learning.	3.3	Leverage technology to optimize teaching and personalized learning and increase student engagement.	Teaching and learning is at the core of what we do in the Norwood Public Schools. Our mission as a district is to prepare students for life beyond high school, for college and the workforce, to be critical thinkers, creators and lifelong learners. With a robust infrastructure, internet-connected devices and access to instructional resources, our students can have access to personalized learning opportunities and classroom materials anytime. Providing access to a variety of digital tools helps teachers to differentiate their instruction and provides teachers with data needed to inform their instruction. These tools give students the content and opportunity they need to reach the characteristics laid out in the Portrait of the Norwood Graduate.		X

Innovative Instruction and Personalized Learning: Implement core curriculum through instructional practices that will inspire lifelong curiosity through collaborative problem solving and authentic learning.	3.4	Develop and implement inclusive practices for ML and Special Needs students that consistently meet diverse learning needs in grades PK-12 and that empower ALL students as vital members of their community and agents in their own learning.	Suggested: Expand opportunities for student leadership in defining and fostering an equitable, affirming school community, with a particular focus on students receiving special education services, and multilingual learners. Incorporate curricular opportunities in all classes where students have choice and can demonstrate their learning in varied and culturally-affirming ways.	X	
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.	4.1	Develop pathways and programs that capitalize on student interest and teacher expertise.	The NHS Healthcare Innovation Pathway is 100% enrolled and in year four of operation;, Information is in year 3; and Business and Finance in year 1 (Full Implementation is considered after all 4 years of high school have been implemented). Enrollment has been met for healthcare (100%), substantial progress on enrollment for Information and B&F. As of 2022, retention targets are being met and exceeded. The participant demographics are not currently meeting the demographics of NHS but progress is being made. Cohorts in the 9th and 10th grade are more closely representative of the NHS student body.	X	
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.	4.2	Review and align existing programs and courses to fit a K-12 career pathway model including dual enrollment opportunities for college credit.	Dual enrollment opportunities exist for all students in the healthcare pathway. All students may enroll in a dual enrollment partnership with local community colleges.. Neither the elementary or the middle school have conducted a comprehensive review of current career exploration activities, though activities are present at both levels.		X
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.	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).	Significant progress has been made in this area for high school students to participate in work based learning for credit during the school day, as well as participate in credit recovery options at different points of the school year and summer. Online learning options have expanded to multiple platforms to address individual student needs.	X	
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.	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.).	The healthcare career pathway has identified community partnerships for students to achieve immersive career preparation experiences and complete a 100 hour capstone/internship experience. Other pathways are currently identifying community partners in their respective fields.		X
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.	4.5	Explore ways to expose students to career pathways at all levels in an equitable way.	Offer broad based exposure and awareness of career opportunities at all levels, especially elementary schools,, with specific career based programming offered in middle school, and career-based pathways offered at the high school level.	X	

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.	5.1	Develop a prek-12 systematic approach to building student and teacher capacity for culturally relevant, trauma informed and socially/emotionally responsible learning that is anchored by a shared understanding of what we mean by equity in NPS.	Suggested: Since our theory of action requires us to hold ourselves accountable to a shared definition of an equitable and inclusive community, we will first need to develop a shared definition of an equitable and inclusive community. This shared definition will include a sufficient level of specificity to provide clarity to staff on what equitable mindsets and behaviors look and sound like, and how we respond to breaches of our shared expectations.	X	
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.	5.2	Increase district capacity for culturally responsive practices through targeted, embedded and sustained professional development that is paired with clearly defined expectations and accountability plans for staff practices and mindsets.	Our theory of action requires us to hold ourselves and our staff accountable in order to move from "equity optional" to "equity-centered." This requires clear definitions of what is expected and clear definitions of what happens when expectations are and are not met. In 22-23, we'll define 1-3 expectations for equitable leadership and pilot monitoring and holding ourselves as administrators accountable to them. In 23-24, we'll use the shared definition we developed in Strategic Initiative 5.1 to pilot setting and holding expectations for equitable practices at the staff level.	X	
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.	5.3	Build meaningful connections with families in ways that are responsive and affirming of the diverse cultures and preferences of the Norwood community to support, build trust and create an authentic learning community that values a strong partnership between schools and families.	In order to build authentic connections with all our families, we must first understand the various ways our families prefer to be connected with. In 22-23, we'll make contact with every one of our families to listen, assess, and inventory their preferences for connection with their school. We'll continue to develop our own cultural competence through Highlander training and other avenues. In 23-24, we'll apply what we've learned to expand the ways in which we think about communication and cultivating connection.	X	
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.	5.4	Create and maintain a highly effective crisis and safety assessment teams in every school.	Work to establish crisis and safety teams that utilize current best practices in every school.	X	