



NORWOOD PUBLIC SCHOOLS

SY2021 – SY2022 STRATEGIC PLAN

Full Strategic Plan w/Progress for FY20/21

As of May 6, 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.			On Target
1.1 Commit to an open and transparent budget process that includes all stakeholders.	Budget Process; Progress of supporting initiatives	38%	On Target As of 05/06/21
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	70%	On Target As of 04/20/21
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	49%	On Target As of 05/06/21
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	21%	Critical As of 04/16/21
1.5 Provide staffing to maximize teaching and learning for students and faculty.	Teaching & Learning; Progress of supporting initiatives	55%	On Target As of 05/05/21
1.6 Review and evaluate the efficacy of all district contracts and schedules toward meeting strategic objectives.	Contract Review; Progress of supporting initiatives	70%	On Target As of 04/20/21
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.			On Target
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	46%	On Target As of 04/20/21
2.2 Extend the access to technology at the elementary schools. (District Leadership)	100% Elem Access to Technology; Progress of supporting initiatives	100%	Achieved As of 04/26/21
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	91%	On Target As of 04/26/21
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	88%	Achieved As of 05/06/21
3 Innovative Instruction and Personalized Learning: Implement core curriculum through instructional practices that will inspire lifelong curiosity through collaborative problem solving and authentic learning.			On Target
3.1 Implement a professional learning system by using, PLCs, data teams, tiered supports, and project-based learning.	Professional Learning; Progress of supporting initiatives	48%	On Target As of 04/20/21
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	59%	On Target As of 05/06/21
3.3 Leverage technology to optimize teaching and personalized learning and increase student engagement.	Leverage Technology; Progress of supporting initiatives	92%	On Target As of 05/06/21

3.4 Develop and implement inclusive practices that consistently meet diverse learning needs in grades PK-12.	Inclusive Practices; Progress of supporting initiatives	25%	Off Target As of 04/27/21
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.			On Target
4.1 Develop pathways and programs that capitalize on student interest and teacher expertise.	Pathway Development; Progress of supporting initiatives	75%	On Target As of 04/16/21
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	25%	Off Target As of 04/16/21
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	90%	On Target As of 04/20/21
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 05/06/21
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.			On Target
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	25%	Off Target As of 05/06/21
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	48%	On Target As of 04/20/21
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	25%	Off Target As of 05/06/21
5.4 Create and maintain a highly effective crisis and safety assessment team in every school. (District Leadership)	TEC Safety; Progress of supporting initiatives	40%	On Target As of 04/21/21
6 DISTRICT SCORECARD: District-Wide Performance Indicators			Not Started
6.1 Graduation Rates - District Overall	Graduation Rate - District Overall		Not Started As of 04/27/21
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.

On Target

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:

38%

On Target

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	75%	Off Target As of 05/06/21
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
Comments: • Bring to the attention of the Budget School Committee for their action. (Dana Brown, 05/06/21)				
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	50%	On Target As of 04/27/21
Comments: • The manual is in the editing stages and should be complete by the summer of 2021. (Dana Brown, 04/27/21)				
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	75%	On Target As of 05/05/21
Comments: • Complete audits of the extended day program athletics, and the drama program will be completed by June 1. An audit of the Transportation system will be completed next. (Dana Brown, 05/05/21)				
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:

70%

On Target

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	90%	On Target As of 04/20/21
<i>Comments:</i> • The District has held two Community Forums to date and has two more scheduled (April/May). The forums are announced through the schools and reminders are sent through social media. The forums are televised on Norwood cable. The Superintendent emailed a note to PTO Presidents inviting them to the April Community Forum that will discuss Grade Configuration for the planned Middle School. (Dana Brown, 04/20/21)				
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	50%	On Target As of 04/16/21
<i>Comments:</i> • District Administration has worked closely with the Middle School Building Committee and the School Committee to keep community members informed about the MSBA process in regards to the planned construction of a new Middle School. As of April 1 two community forums have been held with two more planned for April/May. School Committee meeting agendas have also included several topics regarding the planned Middle School. (Dana Brown, 04/16/21)				
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:		49%	On Target
<i>Comments:</i> • KS has revamped the entire HR delivery system for the District. Implementation of new procedures and protocols begins in May of 2021. (Dana Brown, 05/05/21)				
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	50%	Off Target As of 04/16/21
<i>Comments:</i> • The School Committee Chair and the Superintendent will invite Paul Riccardi to a spring SC meeting to give a brief report/update on the joint facilities work between the District and the Town. (Dana Brown, 04/16/21)				
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	50%	On Target As of 05/06/21
<i>Comments:</i> • By the end of the 2021 school year there will be alignment with the Town on Human Resources protocols and procedures. (Dana Brown, 05/06/21)				
1.3.5 Create and implement clear hiring and termination checklists. (David Thomson)	01/01/21, 06/30/22	Percent Complete	50%	On Target As of 05/05/21
<i>Comments:</i> • The entire hiring protocol system has been redone. The final step is the checklists which should be completed by the end of May. (Dana Brown, 05/05/21)				
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	75%	On Target As of 05/05/21
<i>Comments:</i> • The Business Office continues to work with the MUNIS system to improve the efficient and effective operations within their office. Operational Manuals are being reviewed, updated, and edited. (Dana Brown, 05/05/21)				
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:		21%	Critical

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	75%	On Target As of 04/16/21
<i>Comments:</i> • The District has invested in the comprehensive SchoolSpring package, has re-enrolled in the national Handshake employment platform and will be applying for admission to the Massachusetts Partnership for Diversity in Education group, a collection of Cities and Towns interested in diversifying the workforce within the District. (Dana Brown, 04/16/21)				
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	50%	On Target As of 04/16/21
<i>Comments:</i> • Norwood Public Schools is preparing their application to Join MPDE. According to their mission statement; "MPDE is a recruiting consortium of Massachusetts public school districts whose mission is to locate outstanding candidates of color for teaching, administrative and support positions, and whose goal is to provide resources and support toward the development and overall increase of educators of color." (Dana Brown, 04/16/21)				
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:

55%

On Target

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 Cimenio)	02/15/21, 06/30/21	100% Percent Complete	75%	On Target As of 05/05/21
<i>Comments:</i> • A five year strategic plan is in the final stages of being developed. The final step will be a School Committee approval. (Dana Brown, 05/05/21)				
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	90%	On Target As of 04/20/21
<i>Comments:</i> • The position is budgeted for the 202-22 school year and has been posted. Interviews will be held during April and May of 2021 with the goal of having someone in place for the summer of 2021. (Dana Brown, 04/20/21)				

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:

70%

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	75%	Off Target As of 04/16/21
Comments: • The School Committee has raised this as an issue for discussion and decision. The District leadership team is aware of the time-sensitive nuance involved in completing parts of the Strategic Plan while outlining future steps for an updated plan. This has been complicated by the pandemic and the teaching-learning-administrative conditions under which we have been operating. A decision will be made by the end of the 20-21 school year. (Dana Brown, 04/16/21)				
1.6.2 Complete negotiations for Collective Bargaining Agreements. (School Committee) (David Thomson)	09/01/20, 03/01/21	100% Percent Complete	85%	On Target As of 04/20/21
Comments: • Negotiations are ongoing and progress is being made. The District is on target to successfully complete negotiations with all bargaining units over the next few months. (Dana Brown, 04/20/21)				
1.6.3 Compile "lessons learned" from Collective Bargaining negotiations. (School Committee) (David Thomson)	09/01/20, 12/15/20	100% Percent Complete	85%	On Target As of 04/20/21
Comments: • The Superintendent and the School Committee have been intentional and thoughtful in their approach to negotiations. One recommendation would be to hold a debrief retreat after all negotiations are complete to compile a comprehensive list of concerns and considerations for the future. (Dana Brown, 04/20/21)				
1.6.4 Review and update Individual Contracts. (David Thomson)	11/01/20, 06/30/21	100% Percent Complete	75%	On Target As of 04/20/21
Comments: • The Superintendent has successfully negotiated contracts with building leaders and is on track to finish this spring. (Dana Brown, 04/20/21)				
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		Not Started As of 04/20/21

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.

On Target

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:

46%

On Target

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	85%	On Target As of 04/20/21
Comments: • The Middle School Building Committee and the School Committee have begun preliminary conversations around the grade configuration decision for the planned Coakley Middle School. The item has been strategically placed on SC agendas for several meetings and a special community forum on April 29th has been designed to focus on the issue. Research has been shared with SC members and school leaders. Interviews on the topic with neighboring Superintendents have been recorded and shared as well. (Dana Brown, 04/20/21)				
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
Comments: • 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	90%	On Target As of 04/20/21
Comments: • The Grade Configuration discussion has been front and center in Municipal Building Committee meetings and School Committee meetings. The Superintendent and others have shared research on the topic and the Superintendent has weighed in, in favor for programmatic, budgetary and spacing reasons. (Dana Brown, 04/20/21)				
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	90%	On Target As of 04/20/21
Comments: • Two public forums have been held and a third is scheduled for April. The Superintendent also hosted a meeting with elementary school staff. Stakeholder meetings will continue to be scheduled to obtain feedback and to keep all informed of the processes and decisions. (Dana Brown, 04/20/21)				
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	100%	Achieved As of 04/16/21
Comments: • In collaboration with the Municipal Building Committee and the Norwood School Committee, and supported by Ai3 and Compass, our Project Administrators/Consultants the District has been on time in meeting all of the deadlines for the Massachusetts School Building Authority and the proposed Coakley Middle School project. (Dana Brown, 04/16/21)				
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	85%	On Target As of 04/20/21
Comments: • School Committee meeting agendas will hold the Middle School Building plan and grade configuration through June. Two community forums have been held with another scheduled for April 29th. A fourth is tentatively scheduled for some time in May. (Dana Brown, 04/20/21)				
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	50%	On Target As of 04/20/21
Comments: • The Middle School grade configuration decision is on the long term agenda for this spring (May-June). Leading up to the decision there will be presentations at the School Committee, more than one Community Forum and televised meetings of the Municipal Building Committee discussing the ideas. (Dana Brown, 04/20/21)				

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
<i>Comments:</i> • The Municipal Building Committee is on target to submit all required plans and documents to the MSBA for review. (Dana Brown, 04/27/21)			
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%	100%	Achieved
---	--	------	----------

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	100% Percent Complete	100%	Achieved As of 04/26/21
<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	100%	Achieved As of 04/26/21
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	100%	Achieved As of 04/26/21
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	94.48%	On Target As of 04/26/21
<i>Comments:</i> • April, 2021-With many students returning to full in-person learning there will be no need to compare remote learner attendance with hybrid learner attendance. (Dana Brown, 04/29/21)				

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:	91%	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, 06/18/21	100% Technology Plan Developed	70%	On Target As of 04/26/21
Comments: • The plan will be completed by June 30, 2021. (Dana Brown, 04/29/21)				
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	93%	On Target As of 04/26/21
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
Comments: • Although a formal survey has not been implemented the technology department uses data to show equipment and software reliability and usage. The department makes adjustments as necessary. Overall, based on the data, the technology has been reliable throughout the pandemic. (Dana Brown, 04/29/21)				
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
2.3.9 KPI: Student participation in remote/hybrid learning (Joe Kidd)	10/01/20, 03/31/22	95% Student login and participation data for remote/hybrid learning as compared to normal daily attendance rates in past years	95.94%	On Target As of 04/26/21
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

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	Target:	88%	Achieved
---	--	----------------	-----	----------

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	100% Percent Complete	75%	Off Target As of 05/06/21
Comments: • The costs has been budgeted. The work has been scheduled to commence in June of 2021 and end in January of 2022. (Dana Brown, 05/06/21)				
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	100% Percent Complete	90%	Not Started As of 05/06/21
Comments: • This work is planned and will be completed in July-August of 2021. (Dana Brown, 05/06/21)				

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.

On Target

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:

48%

On Target

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	100% Percent Complete	100%	Achieved As of 04/20/21
Comments: • District Administration, in collaboration with Principals and other leaders established priorities for additional training and development in World Savvy, the Highlander Institute, and UDL. Culturally Relevant Pedagogy is an overarching goal for the year. (Dana Brown, 04/20/21)				
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	90%	On Target As of 04/20/21
Comments: • Follow up training is planned and scheduled for July and August of 2021. (Dana Brown, 04/20/21)				
3.1.5 Initiate World Savvy Training for grades 4-5. (Elementary Principals) (Alexander Wyeth)	07/01/20, 06/30/23	Percent Complete		Not Started As of 01/12/21
Comments: • The end date of this has been changed. (Dana Brown, 05/06/21)				
3.1.6 KPI: Teacher Engagement in Professional Development (Alexander Wyeth)	07/01/20, 06/30/22	100% Teacher Participation in Curriculum and PD Activities (SY21 Target: Significant)	75%	On Target As of 05/06/21
Comments: • The NPS staff has done an exemplary job in fulfilling their Professional Development responsibilities during difficult and challenging times. (Dana Brown, 05/06/21)				
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:

59%

On Target

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	50%	Off Target As of 04/20/21
Comments: • The curriculum is currently being piloted at the elementary schools. The plan is to identify the core materials during the next school year. The District has budgeted for an Elementary Science Coordinator for the 21-22 school year to lead and support the work. (Dana Brown, 04/20/21)				

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	50%	Critical As of 04/20/21
<i>Comments:</i> • The plan will be completed next year and will be led by a newly hired Elementary Science Coordinator, in the FY 22 budget and currently posted on SchoolSpring. (Dana Brown, 04/20/21)				
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	90%	On Target As of 04/20/21
<i>Comments:</i> • This work is ongoing and will be completed by June 2021. (Dana Brown, 04/20/21)				
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	90%	On Target As of 04/20/21
<i>Comments:</i> • A new position has been budgeted and posted. The goal is to have someone in place by the end of the 2020-21 school year. (Dana Brown, 04/20/21)				
3.2.5 Initiate elementary math curriculum review committee. (Jill Milton)	11/01/20, 11/30/20	100% Percent Complete	100%	Achieved As of 05/06/21
<i>Comments:</i> • The work will be completed as of May 7, 2021. (Dana Brown, 05/06/21)				
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 Cimen)	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	50%	On Target As of 05/06/21
<i>Comments:</i> • The work has been budgeted for and scheduled. Implementation will occur next. (Dana Brown, 05/06/21)				

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:

92%

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	85%	On Target As of 05/06/21
<i>Comments:</i> • District staff have been attentive, present, and invested in their ongoing PD. (Dana Brown, 05/06/21)				
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	65%	On Target As of 05/06/21
<i>Comments:</i> • Training has been done for staff and implementation has begun. The District will begin to focus on fidelity as it is not systemic practice yet. (Dana Brown, 05/06/21)				
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	100%	On Target As of 05/06/21
<i>Comments:</i> • The PD was done this school year. The District will work with the provider to see if there are opportunities to continue the work in 2021-22. (Dana Brown, 05/06/21)				
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:	25%	Off Target
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	100%	Achieved As of 04/20/21
<i>Comments:</i> • This training was completed, (Dana Brown, 04/20/21)				
3.4.5 Provide ADL anti-racist and Culturally Responsive Teaching (CRT) training to all staff. (Hugh Galligan)	11/01/20, 06/30/22	Percent Complete	50%	On Target As of 04/27/21
<i>Comments:</i> • At the high school we are well under way for ADL anti-bias training - we had two 2.5 hour sessions this year with the ADL and administrators underwent the 6 session course with the Highlander Institute. Elements of CRT are embedded into our PD work. (Dana Brown, 04/27/21)				
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.

On Target

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:

75%

On Target

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	75%	On Target As of 04/16/21
Comments: • Norwood High School has a robust pathway up and running and will launch the second one in the fall of 2021. Courses for the second Pathway are listed in the Program of Studies and student recruitment is ongoing. (Dana Brown, 04/16/21)				
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)	90%	On Target As of 04/16/21
Comments: • The Pathway at Norwood High School has an enrollment rate of more than twenty students per year and a retention rate higher than 90%. (Dana Brown, 04/16/21)				
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%)	90%	On Target As of 04/16/21
Comments: • Retention rates in the current Pathway are higher than the projected 80%. Melaurie Jean-Noel and her team have spent much of the pandemic reaching out to students in the Pathway, regularly checking in to offer academic as well as social emotional supports. (Dana Brown, 04/16/21)				
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:

25%

Off Target

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, 06/30/22	100% Percent Complete		Not Started As of 12/04/20
Comments: • Due to many competing priorities for time the work deadline for this project has been extended to June of 2022. (Dana Brown, 05/06/21)				
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	50%	Off Target As of 04/16/21
Comments: • The Middle School Principal is planning for the review for the 2021-2022 school year. Due to the uneven scheduling of in-person classes over the past 14 months the Middle School has been unable to effectively offer opportunities for career exploration and immersion. (Dana Brown, 04/16/21)				

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). (Hugh Galligan) (06/30/22)

Measure: Alternative Programming; Progress of supporting initiatives
Target:

90%

On Target

Comments:

• The pandemic has helped Principal Galligan and his staff rethink the delivery of curriculum and skill development for some. Pathways, Dual Enrollment, vacation and summer programs, and online offerings are some of the areas being explored and in some cases piloted. (Dana Brown, 04/20/21)

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	90%	On Target As of 04/20/21
Comments: • The high school has vacation and summer alternatives for credit recovery. (Dana Brown, 04/20/21)				

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.). (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	75%	On Target As of 04/20/21
Comments: • This is ongoing work led by Career Counselor Melaurie Jean-Noel in the NHS Healthcare Innovation Pathway Program and Principal Galligan. (Dana Brown, 04/20/21)				
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	75%	On Target As of 04/20/21
Comments: • This is ongoing work led by Career Counselor Melaurie Jean-Noel in the NHS Healthcare Innovation Pathway Program and Principal Galligan. (Dana Brown, 04/20/21)				
4.4.3 KPI: Community Partnerships for Pathways (Hugh Galligan)	07/01/20, 06/30/22	100% CTE Community Partnerships Developed	85%	On Target As of 05/06/21
Comments: • Community and business partnerships have been fully established for the current Pathways. As more Pathways are added more partners will need to be identified, nurtured and connected to the Pathways. (Dana Brown, 05/06/21)				

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, 03/30/22	100% Percent Complete		Not Started As of 05/06/21
Comments: • Although this is on the Superintendent's radar, and is part of the District's long range strategic plan, the pandemic caused the District to pause on this issue. According to the Superintendent it will be revisited during the 2021-2022 year. (Dana Brown, 04/20/21)				
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.

On Target

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:** 25% **Off Target**

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	100%	On Target As of 04/21/21
<i>Comments:</i> • Two of the policies were approved in July 2020; the gender identity was approved in November Of 2020. (Dana Brown, 04/21/21)				
5.1.4 Introduce Social Thinking at LMPA. Purchase program, schedule training for staff, implement for 2021-2022. (Student Services; Principals; Adj. Counselors) (Lori Cimeno)	03/01/21, 06/30/22	Percent Complete	50%	On Target As of 05/06/21
<i>Comments:</i> • The program materials have been purchased and previewed. Some training will begin this year with full implementation planned for school year 2021-22. (Dana Brown, 05/06/21)				
5.1.7 KPI: Policies are passed by SC. (David Thomson)	07/01/20, 06/30/22	Policies Passed	100%	On Target As of 05/06/21
<i>Comments:</i> • The SC has passed the requisite policies. (Dana Brown, 05/06/21)				

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:** 48% **On Target**

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	100%	Achieved As of 04/20/21
<i>Comments:</i> • This has been completed. (Dana Brown, 04/20/21)				
5.2.2 Embed Culturally Responsive Teaching Practices in all classrooms Pre-K-12. (Alexander Wyeth)	09/01/20, 06/30/22	Percent Complete	40%	On Target As of 04/20/21
<i>Comments:</i> • The work has just started. Professional Development offerings are focused on Culturally Responsive Teacher training for the 202-22 school year. (Dana Brown, 04/20/21)				
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	50%	On Target As of 05/06/21
<i>Comments:</i> • Some training has been done but more training is needed. (Dana Brown, 05/06/21)				
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 Cimeno)	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:		25%	Off Target
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 Cimeno)	07/01/20, 06/30/22	Percent Complete	50%	On Target As of 04/21/21
<i>Comments:</i> • In the FY 2022 budget an administrative assistant position has been budgeted. Part of the person's responsibilities will be to implement a system for centralized student registration within the District. (Dana Brown, 04/21/21)				
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	25%	Off Target As of 05/06/21
<i>Comments:</i> • The District will need to review this target objective with the SC and decide whether this is the appropriate strategic objective. (Dana Brown, 05/06/21) • The District has contracted with Mass Insight to conduct an equity audit of the District. Stakeholder surveys and dialogue will commence during the Spring of 2021 and into the fall of 2021. The plan is for Mass Insight to present a report with recommendations to the District in time for the FY 2023 budget deliberations. (Dana Brown, 04/20/21)				
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:		40%	On Target
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	50%	Off Target As of 04/20/21
<i>Comments:</i> • The Superintendent has chosen to move this item to school year 2021-2022 based on the impact of the pandemic. (Dana Brown, 04/20/21)				
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	50%	Off Target As of 04/20/21
<i>Comments:</i> • The Superintendent is planning a building by building walkthrough for the fall of 2021. All critical stakeholders, including school leadership, facilities staff, and public safety officials will be invited to participate. (Dana Brown, 04/20/21)				

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	25%	Off Target As of 04/20/21
Comments: • The plan is for the Superintendent or his designee to set up protocols and procedures for regular review of the District's safety plan specific to crisis and assessment teams in each school. (Dana Brown, 04/20/21)				
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	75%	On Target As of 04/21/21
Comments: • The plan has been completed. It will be reviewed by the School Committee at a June 2021 meeting. The SC is looking to approve it at that meeting. (Dana Brown, 04/21/21)				

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?