

Priority Outcomes for the 2018-19 SY

1. Maintain the district Accountability Index Score on the Connecticut Next Generation Accountability Plan at or above the State Accountability Index. The current State Index is 73.2. The current Norwalk Index is 76.9.
2. Close the achievement gap between Norwalk students and State average student performance in grade 3-8 at Levels 3 and 4 in Math by 2.9%.
3. Close the achievement gap between Norwalk students and State average student performance in grades 3-8 at Levels 3 and 4 in ELA by 3.5%.
4. Reduce the 2017-18 learning loss between 5th and 6th grade in Reading/ELA.
5. Increase the percentage of 8th grade students meeting college and career readiness expectations as measured by the NWEA – MAP and Lexile score. The 2017-18 benchmarks are 43.7% and 57% respectively.
6. Maintain gap closure of the 4-year high school graduation rate and graduation rate of high needs students.
7. Increase the percentage of Norwalk students in grades 4-10 who meet or exceed NWEA achievement norms. The 2017-18 benchmark is 58.7% in ELA and 49.3% in Math.
8. Increase the average Norwalk SAT scores of 11th graders. The current benchmark is 489 ELA and 478 Math.
9. Increase the number and percentage of students taking Advance Placement (AP) and International Baccalaureate (IB) exams. Increase the number and percentage of students passing AP Exams (3 or higher).
10. Establish State baseline data for student performance on the assessment of Next Generation Science Standards (NGSS).

Priority Implementation Steps for the 2018-19 SY

1. Implement 26-credit high school graduation requirement for 9th graders and 25 credit requirement for 10th graders; plan, develop and adopt Capstone requirement options, criteria, venues and advisement for implementation in the 2019-20 SY.
2. Implement redesign of Gifted and Talented Program district-wide to include the School-Wide Enrichment Model in three pilot schools: Roton, Cranbury and Tracey.
3. Implement Phase III of Middle School Redesign; refine structure and practice in 2018-19, including after school programs and sports.
4. Expand summer school Tier III intervention to grade 6; raise threshold criteria for required participation.
5. Implement 30 min extension of the school day at 6 elementary schools; plan 30 min extension of the school day at 6 remaining elementary schools for the 2019-20 SY.
6. Complete feasibility study for Montessori Primary Program/School and plan implementation of first Montessori primary level (ages 3-5) classroom in 2019-20.
7. Initiate Phase I Planning and Development Activities for International Baccalaureate Early Years Programme.
8. Complete character education curriculum program planning and certification for a Character Education Intra-District Magnet School at Tracey Elementary School; Expand Naramake Quad D Rigor and Relevance Lab School to Grades 2 and 5.
9. Implement system of academic and behavior Scientific Research Based Interventions (SRBI).
10. Initiate construction phase of new schools planned for the Ely and Ponus building sites.
11. Develop Marine Science pathway to graduation as an Intra-District program at Brien McMahon High School; determine which World Languages will be offered in the High School Program of Study.
12. Accomplish all remaining recommendations and compliance issues, including use of technology to assure compliance of the CREC Special Education Review and sunset of the Special Education Development Fund.
13. Expand 'model lunch time (dining environment and healthy food) experience' to Kendall Elementary School; expand 'breakfast in the classroom' program to six additional schools.
14. Based on analysis of staff absenteeism, develop policies, programs and procedures to improve adult attendance and reduce student-learning loss.
15. Conduct study and develop plans to address findings of the American Academy of Pediatrics and Center for Disease Control concerning later high school start time.

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16. Development enhanced security protocol including security guards and protection technology at all elementary and middle schools.
- 17-18. Redesign Tier I Reading and Writing instruction in Grades 1-8 to implement Common Core ELA Standards.
- 19-20. Initiate Phase 1 of instructional supports to implement the Next Generation Science Standards (curriculum and materials to support experiential lessons.)
21. Study and redesign of K-12 Guidance Services, including responsibilities of Guidance and College Counselors and counselor/student staffing ratios consistent with current research, evidence-based practice and secondary school redesign and the need to promote social emotional learning and student executive functioning.
22. With the assistance of support from philanthropic partners, develop a replicable plan for a School of Distinction serving a majority of high needs students that may include a year-round schedule.
23. Implement band instrument lessons at grades 4 and 5 in 6 elementary schools; plan implementation of instrument lessons at the remaining 6 elementary schools in 2019-20.
24. Develop a comprehensive plan to improve and enhance customer service.
25. Provide the opportunity for students at all schools to participate in the following local, state and national academic competitions and events:
 - Read Across America Day
 - District STEM Expo
 - National History Day
 - Invention ConventionEnable interested schools to voluntarily participate in the following national competitions:
 - National Day of Writing
 - National Geographic Bee
 - Math Olympiad
 - Day of Code
 - First Lego Robotics League
 - Odyssey of the Mind
26. Design and implement staff professional learning opportunities around cultural competencies and inclusivity that inform and build positive teacher student-relationship and nurturing learning environments.
27. Revise Code of Conduct to reflect current CSDE (ED166) guidelines, Restorative Practices, support and accountability.