

Darien District Goals and Objectives

2011-2012

(APPROVED BY THE BOARD OF EDUCATION ON SEPTEMBER 6, 2011)

EDUCATIONAL PHILOSOPHY

Schools exist for children.

This mission of the Darien Public Schools is to work cooperatively with families and the community to provide for its students a safe, supportive, respectful, and intellectually challenging learning environment that promotes personal excellence through active, collaborative, and creative thinking and that stimulates individual development of the skills and integrity necessary to become productive members of society.

Key Tenets

1. Collaboration:

Collaboration fosters learning and professional growth by encouraging individuals to take responsibility for their own learning in an environment which allows for risk-taking and reflection.

2. Learner-Centered Instruction:

Learning is most effective when learners build on what they know and are engaged in activities that develop their critical thinking and problem solving skills through meaningful applications of the content.

Darien District Goals and Objectives
2011-2012

**Collaboration for Learner-Centered Instruction
to Maximize Student Learning and Success**

Teaching and Learning - Goal 1

Maximize learning through learner-centered instructional (LCI) environments that promote challenge and engagement for each student.

- Collaboration in Professional Learning Communities
- Integration of Specialized Programs with General Education
- Use of Pre/Post Assessment Data in SRBI Process
- Expansion of World Language Program K-8
- Curriculum Review and Revision Including Assessments & LCI
- K-12 Curricula Communication for Articulation & Transitions

Human Resource Development - Goal 2

Stimulate open communication and on-going collaboration among all members of the school community to create programs and secure resources to assure effective, quality programs for the children of Darien.

- Leadership Team Guides, Monitors & Evaluates the Process
- Use TEAM, Evaluation Plan & Communication Framework for Teacher Supervision & Evaluation
- Improve Systems for Communication with School Community

Special District Initiatives - Goal 3

Research best practices, plan and implement improvement initiatives and monitor their progress to enhance education in the Darien Public Schools.

- Complete Self-Study for the NEASC Accreditation Visit 2012
- Implement Special Education Action Plan Focused on Best Deployment of Professional & Paraprofessional Staff

Darien District Goals and Objectives
2011-2012

PART I – TEACHING AND LEARNING

**GOAL 1: Maximize Learning Through Learner-Centered Instructional Environments
That Promote Challenge and Engagement for Each Student**

Professional Learning Communities

May 8, 2012

Objective TL1.1: Collaborate across programs and departments, through Professional Learning Community (PLC) groups, to create learner-centered instructional environments to maximize student learning.

1. PLC teams will be created and each will be responsible for setting goals, developing action plans, implementing strategies, and reviewing progress related to concepts of learner-centered instruction. Teams will identify and record time spent in PLC-related work.
2. With support from building leaders, PLC teams will select from a range of strategies and teacher practices to help guide their efforts to improve student learning.
3. PLC teams will explore and implement strategies to move towards learner-centered instruction that naturally supports the adjustment of instruction to the needs of the learner.
4. Evidence will include agendas, minutes, and notes from PLC meetings. It can also include evidence of strategies implemented as a result of PLC work.

Integration of Specialized Programs with General Education

April 24, 2012

Objective TL1.2: Maximize each student's learning through continuous improvement of the structures and processes of existing programs at the school and district level.

1. The Administrative team in cooperation with the Special Education Steering Committee, will continue to review existing instructional models to stimulate staff collaboration for the integration of special programs with general education.
2. Monitor the effectiveness of adjustments in programming, staffing, and scheduling to assure challenging, engaging curricula and instruction for all students.
3. Evidence will include descriptions of existing programs, updated teacher schedules, student performance data, and explanations of strategies implemented.

Development of SRBI Process

April 10, 2012

Objective TL1.3: Use formative and summative assessment data to identify students' learning strengths and needs and use that information to adjust instruction so as to maximize the academic success of each student.

1. The elementary, middle and high schools will continue to develop their programs for Scientific Research-Based Instruction with a particular focus on the use of pre- and post-tests to determine students' learning strengths and needs, to monitor progress towards achieving learning goals, and to plan instruction accordingly using best instruction practices.

Darien District Goals and Objectives

2011-2012

2. Evidence in the form of SRBI Handbooks about the process at each level, reports from RTImDirect to show students served, exited, or identified, and other types of documentation will be provided to demonstrate achievement of this objective.

World Languages

November 9, 2011

Objective TL1.4: Examine structures for expansion of foreign language in the elementary and middle schools while continuing a review of current district curricula.

1. Review and refine options for expansion of the world language program at the elementary and middle schools, with considerations given to program delivery, scheduling, staffing, finances, and space.
2. Continue work on curriculum development at the middle school and high school, with particular emphasis on integrating ACTFL Standards for Learning and ACTFL Proficiency Guidelines in the development of these documents.
3. Evidence will include revision of curriculum documents and presentations of options for expansion of world languages at the elementary and middle schools.

Curriculum Review and Revision

To be Determined

Objective TL1.5: The process for the review and revision of curricula at each level will continue with a focus on identification of consistent measures of student progress and strategies for adapting instruction to meet the identified learning strengths and needs of students through learner-centered instructional models.

1. Elementary curriculum teams will review and revise the following curriculum documents with an additional focus on vertical articulation up through grade 6:
 - a. Mathematics
 - b. Social Studies (Update)
2. Elementary teams will develop a database of interventions to be shared across the district.
3. Middle school curriculum team will review and revise the following curriculum documents:
 - a. Science Grade 7
 - b. Math Grade 6
 - c. Social Studies Grade 6
4. Middle School teams will develop a database of interventions to be shared across the district.
5. High School curriculum teams will review and revise or update the following curriculum documents:
 - a. Spanish IV and French V
 - b. Multivariable Calculus
 - c. Comparative World Religions
 - d. Developmental Guidance
 - e. Western Civilization (Update)
 - f. Applied Math (Update)
 - g. English 10 (Update)
 - h. Biology (Update)
 - i. Physics (Update)

Darien District Goals and Objectives

2011-2012

Vertical Articulation & Transitions

April 10, 2012

Objective TL1.6: Expand the network of curricular communication across grade levels, with particular emphasis on the Grade 8-9 transition.

1. In conjunction with district and building administration, program coordinators will refine systems for vertical articulation and expand opportunities for transition conversations to occur.
2. Language Arts and Mathematics Coordinators will collaborate with curriculum committees to begin vertical articulation of language arts and mathematics across grade levels.
3. Continue to develop systems for the sharing of student performance that can better inform instruction at the classroom level.
4. Evidence will include agendas and minutes from committee work, the development of systems and programs to enhance the 8-9 transitions, and communication with students and families regarding transition practices.

PART II - HUMAN RESOURCES IN THE SCHOOL COMMUNITY

GOAL 2: Stimulate Open Communication and On-going Collaboration Among All Members of the School Community to Create Programs and Secure Resources to Assure Effective, Quality Programs for the Children of Darien

Administrative Instructional Leadership Team

May 8, 2012

Objective HR2.1: The District Administrative Instructional Leadership Team (AILT) will guide, monitor and evaluate existing programs to support the key tenets of collaboration and learner-centered instruction.

1. Through their monthly meetings, the district AILT will continue their collaboration to identify strategies for creating learner-centered environments and providing the resources, professional development, evaluative feedback, and supervision to assure achievement of Goal 1.
2. The AILT will determine a process for communicating with parents and the community about on-going efforts and progress towards accomplishing the objectives for student achievement.
3. AILT members are responsible for monitoring in their area of responsibility and providing evaluative feedback to their staff members to assure that instructional objectives are fulfilled.
4. Evidence in the form of AILT meeting minutes, professional development agendas/feedback forms, summaries of resources implemented, etc. will be collected to demonstrate achievement of Objective 1.1.

Supervision and Evaluation

March 27, 2012

Objective HR2.2: Continue to improve the use of the Teacher Evaluation Communication Framework and the TEAM induction model as a way to support all district teachers.

1. Continue refining the implementation of the Teacher Evaluation And Mentoring (TEAM) teacher induction program along with effective utilization of the Teacher Evaluation Plan and Communication Framework to ensure that teachers are growing professionally in their use of

Darien District Goals and Objectives

2011-2012

collaborative development of learner-centered environments and implementation of best teaching practices.

2. Evidence that Objective P1.2 is achieved will consist of a revised copy of the Teacher Evaluation and Professional Development Plan reflecting the TEAM program as well as sample student learning goals/self-evaluation reports from each of the school levels.

Students in the School and Community

March 13, 2012

Objective HR2.3: Develop a better understanding of students' developmental assets and needs in order to support their personal growth.

1. Review data related to the Resource and Assets survey as well as any other data that can inform an understanding of students' assets and needs. Evidence would include, but not be limited to, an analysis of survey data, identification of asset-building opportunities, and student feedback.
2. Continue to identify and create opportunities for students to develop these assets.

Community Relations

May 22, 2012

Objective HR2.4: Encourage deeper understanding of district philosophy and programs through improved systems of communication.

1. Examine processes by which district philosophies can be communicated and expand networks of communication.
2. Evidence would include, but not be limited to, district newsletters, parent workshops in the areas of general and special education, white papers on core philosophies, community focus groups, and website accessibility.

PART III – SPECIAL DISTRICT INITIATIVES

GOAL 3: Research Best Practices, Plan and Implement Improvement Initiatives, and Monitor Their Progress To Enhance Education In the Darien Public Schools

NEASC Accreditation

March 13, 2012

Objective SI3.1: In preparation for the 2012 NEASC Accreditation Visit, the Darien High School staff shall continue their work on a comprehensive self-study.

1. The comprehensive self-study will require that the formal report be written, evidence in support of the program be gathered, and planning be completed for the visit.
2. Evidence will be the completion of the written report and the actual visit.

Darien District Goals and Objectives
2011-2012

Special Education

February 28, 2012

Objective SI3.2: Continue to implement the action plan developed as a result of the Special Education Study conducted by Thomas Badway with a particular focus on Professional/Paraprofessional Staff.

1. Continue the work of the *Special Education Task Force* to review the recommendations of the Badway Study particularly as they relate to Professional and Paraprofessional Staff. Topics to be reviewed include: definition of roles, professional training, organization of schedules and student services provided effectively and efficiently.
2. Evidence will include copies of agendas and minutes, written descriptions of roles, lists of professional development offerings, reports of tracking consultants, development of systems for budget monitoring, teacher/paraprofessional feedback through surveys, and student performance measures.

Darien District Goals and Objectives
2011-2012
PART IV - DISTRICT MANAGEMENT

GOAL 4: Strengthen All Aspects of District Management Through Cost Effective Accounting/Budgeting, Sound Personnel Practices and Efficient Support Services

Policy Revision

May 22, 2012

Objective DM4.1: Continue review and revision of the Board of Education Policy Manual.

1. Review and revise the Board Policies related to Personnel (Current Section G; Proposed Series 4000) and prepare a report of recommendations for Board consideration.
2. As policy revisions receive formal Board approval, communicate the newly adopted policies to staff, students, and parents using the district website as it is updated and school handbooks as they are reprinted.
3. Evidence will include final revision of Personnel section of Policy Manual.

Donation Policy

January 24, 2012

Objective DM4.2: Update Board Policies and administrative guidelines which address the issue of fundraising for and donations to student athletics and activities in the District.

1. Continue the review of policies and practices regarding donations to student athletic teams and activities. The focus of the examination should be to identify practices and procedures which result in a process whereby student teams and organizations derive equitable benefit from outside funding sources, so as to be in compliance both with Title IX and with the standards of expectation of the Darien Public Schools.
2. Prepare a policy and accompanying administrative regulations for the governance of fundraising by and donations to student athletic teams and activities.
3. Evidence will include agendas and minutes of meetings as well as revision of policies and guidelines.

Emergency Systems and Communication

February 14, 2012

Objective DM4.3: Review systems for emergency preparedness as well as systems for communication in the event of emergencies.

1. Reconvene and reestablish District Safety Committee with the purpose of reviewing processes and procedures.
2. Update information, conduct emergency drills, and identify needs related to district emergency systems.
3. Evidence will include revisions to procedure manuals, lists of drills as well as agendas and minutes from Safety Committee meetings.

Budget Monitoring System

October 25, 2011

Objective DM4.4: Continue to develop systems for ongoing monitoring of the budget with an emphasis on early identification of modifications to the budget.

1. Establish clearer systems for monitoring and tracking special education costs including staffing, contracted consultants/providers, and outside placements.
2. Refine the system for tracking and reporting certified staff turnover during the school year.
3. Continue to use the notation system that is easy for lay people to understand and can be used over multiple years.

Darien District Goals and Objectives

2011-2012

4. Work with Tyler Technologies (MUNIS Financial Management System) to address payroll encumbrance issues and oversee the software conversion from Informix to SQL.
5. Evidence to include samples of forms and data collection sheets, updated spreadsheets, reports of meetings with technology company, and Budget Committee agendas and minutes.

Wide-Area Network

December 13, 2011

Objective DM4.5: Review and upgrade as necessary the Darien Public Schools wide area network and e-mail capacity. As a result of the expanded use by staff over the past few years, it is time to evaluate the speed and output of the network to see if added capacity is necessary.

1. IT will conduct a review of WAN and e-mail capacity and present recommendations for upgrades.
2. Evidence will be completion of report and presentation of recommendations.

District Negotiations

February 28, 2012

Objective DM4.6: Prepare for and negotiate maintenance and custodial contracts that expire on June 30, 2012.

1. Prepare materials for negotiations and execute contracts.
2. Evidence will include preparatory materials, notes from meetings, and completed contracts.

PART V - PHYSICAL ENVIRONMENT

GOAL 5: Manage and Maintain All Darien Public School Facilities To Ensure an Appropriate, Safe Physical Environment For Delivering Darien's Educational Programs and Initiatives

Space Utilization

November 22, 2011

Objective PE5.1: Continue to monitor enrollment and space utilization at all schools, including special education.

1. Update the inventory of classrooms and other existing spaces utilized at each school and determine reasonable student/section capacities. This inventory and analysis will include regular classrooms, dedicated classrooms and space utilized by special education programs. This information will then be compared with enrollment projections.
2. Develop options for current space utilization and/or options for providing additional space if enrollment is expected to exceed capacity. In addition, develop contingency plans for unexpected enrollment increases even if not projected to take place.
3. If necessary, funding for the implementation of any space utilization options will be further developed and proposed as part of the 2012-13 budget process.
4. Evidence will include completed reports and spreadsheets.

Capital Projects

October 25, 2011

Objective PE5.2: Update long-range capital projects plan.

Darien District Goals and Objectives

2011-2012

1. Implement the approved 2011-12 capital projects during the summer and fall of 2011.
2. Review the physical condition of all district facilities in the fall of 2011 and take into consideration any potential changes in enrollment, program initiatives or regulatory requirements. The long-range plan will then be updated and presented to the Board of Education.
3. Projects identified for implementation in 2012-13 will then be further developed and presented during the 2012-13 budget process.
4. Evidence will include reports of completed projects and completion and presentation of recommended capital items for the 2012-13 budget.

Energy Management

January 10, 2012

Objective PE5.3: Continue energy management initiatives.

1. Develop plans to conduct an energy management review for all schools.
2. Continue to track and report energy usage for each facility on a monthly basis.
3. Continue to identify potential energy efficiency projects aimed at reducing energy consumption over time and that will become cash positive over a reasonable period of time.
4. Evidence will include completion of report, usage charts, and recommendations for reducing consumption.

Field Maintenance

December 13, 2011

Objective PE5.4: Conduct a thorough review of fields at the district schools, including natural and synthetic turf.

1. Conduct a review of field conditions at each of the schools.
2. Review the work done in "Care of Fields" in 2010-11 and develop recommendations for work to be completed in 2011-12 and beyond.
3. Prepare estimates for any capital projects regarding fields.
4. Examine usage of fields as well as systems for allocating fields for both school and community purposes.
5. Evidence will include completed reports, meetings with estimators, bids, and records of field maintenance work.

Environmental Compliance

January 24, 2012

Objective PE5.5: Review all programs that require environmental compliance to insure that all facilities are in compliance with regulatory requirements.

1. Identify all required environmental compliance measures applicable to the school district.
2. Analyze the district's level of compliance and develop a plan for becoming fully compliant.
3. Evidence will include reports on compliance measures, communication with local and state agencies, plans of action, and completed work.

Building Systems Inventory and Work Order System

May 22, 2012

Objective PE5.6: Complete a building systems inventory and manual and implement Work Order System.

Darien District Goals and Objectives

2011-2012

1. Produce a floor plan and manual for each building that outlines/identifies all critical building systems, including operation and maintenance instructions. Examples include fire alarm and sprinkler systems, security systems, HVAC systems, etc.
2. Implement an electronic work order system that can be used to track requests and jobs completed.
3. Evidence will include completed reports and data regarding work orders, including numbers of jobs requested and time needed to complete requests.

DRAFT TO THE BOARD OF EDUCATION ON AUGUST 30, 2011

APPROVED BY THE BOARD OF EDUCATION ON SEPTEMBER 6, 2011