

Presented to the Board on January 10, 2007

Adopted by the Board on January 24, 2007

**Sal V. Pascarella, Ed.D.
2006-2007 Goals and Action Plan**

MISSION STATEMENT

Our mission is to develop in all children the knowledge, skills, attitudes and values which will enable them to live a productive and self-fulfilling life and engage in responsible citizenship in an ever-changing global society.

Superintendent's Transition Plan Goal

To establish a Superintendent's transition plan which includes activities that will guide Dr. Pascarella in gathering information about the Danbury community, school organization, while simultaneously creating collaboration with various groups and individuals. The purpose of which would assist in building upon strengths, identify critical issues and create a network of contacts.

Tasks	Activities	Resources/Persons Responsible	Outcome	Date
Establish effective communication with the Board via an open door policy and focus on improvement of achievement of all students by creating unity purpose	<ul style="list-style-type: none">- Work closely with the Board Chairperson- Schedule a retreat for the Board and Executive Staff- Enhance the presentation of Student Achievement Data	Dr. Pascarella Dr. Glass	Enhance Board/Superintendent relations Increased focus on teaching and learning	On-going
To meet leaders of community, faith-based, business, political leaders, university community, students, parents and district employee groups to establish collaboration which promotes the mission of the District	<ul style="list-style-type: none">- Attend on-going activities with key community organizations e.g. Churches, business roundtables, City-wide PTO, etc.- Develop or enhance strategic partnerships with appropriate organizations e.g. WCSU, DSABC, NEA-Danbury, etc.	Dr. Pascarella Dr. Glass Dr. Dylewski	Enhance relationships with all targeted groups Increased collaboration win support of the district's mission	On-going

<p>Develop and implement appropriate communication protocols between the Board and Executive Staff</p>	<ul style="list-style-type: none"> - Enhance communication between the Board Chairperson and the Superintendent - Implement a protocol for communicating with senior staff 	<p>Dr. Pascarella</p>	<p>Enhanced communications and information sharing</p>	<p>On-going</p>
<p>Develop use of technology to create a forum for intra-district communications for faculty and staff</p>	<ul style="list-style-type: none"> - Review the district's intranet capabilities to determine what changes might be necessary in order to create an effective footprint/hierarchy for faculty and staff communication access - Create a Superintendent's Message Board 	<p>Denise Gagne Sue Rice Dr. Pascarella Technology Department</p>	<p>Improved standardized protocols and use of professional development to address up-to-date centralized administrative topics</p> <p>Enhanced streamlining of working relations subject matter</p> <p>Improved goodwill</p> <p>Greater alignment of district-wide electronic initiatives</p> <p>Increased awareness of the major initiative being promoted by the District</p>	<p>Jan – Mar 07</p> <p>November 2006 and on-going</p>

DISTRICT GOAL #1

Providing leadership to the Danbury Public Schools through goal setting and performance expectations which over time will improve all aspects of teaching and learning and instructional leadership as demonstrated through the completion of the following tasks and activities

Tasks	Activities	Resources/Persons Responsible	Outcome	Date
<p>Examine the use of time throughout the district including the district calendar, school-based scheduling, professional development schedules and faculty planning time in order to provide more uninterrupted time for instruction and improved use of training and whole-school instructional improvement planning time</p>	<ul style="list-style-type: none"> - Review the district’s calendar to determine how to increase the amount of uninterrupted instructional time and make recommendations for improvement including a two year calendar - Implement a procedure that will require all school-based schedule modifications to be reviewed and approved by senior administration - Examine the use of professional development time to determine if there is a more effective schedule in order to increase the amount of uninterrupted instructional time - Examine various options for extending instructional time during and after regular school hours 	<p>Executive Staff Principals and Coordinators</p>	<p>Increase in the amount of uninterrupted contiguous time for instruction</p> <p>Improved use of professional development time by increasing the amount of training that is conducted within the classroom</p> <p>Greater alignment of district-wide schedules resulting in increased common instructional experiences for students and better utilization of staff</p>	

<p>Enhance efforts to close all identified achievement gaps</p>	<ul style="list-style-type: none"> - Increase the focus of each school's instructional improvement priorities through the use of the Classroom Walk-through Supervision Model, Data Driven Decision Making and refining the focus of all Outcome Achievement Plans - Enter into an understanding with NEA-Danbury to implement a non-evaluative process of program monitoring to increase alignment to the Outcome Achievement Plans - Design a data collection process based upon the Walk Through Model - Train administrators in the model - Implement collaborative/ integrative teaching techniques to improve student outcomes for students with disabilities 	<p>Executive Staff Union Leadership Principals and Coordinators</p> <p>Joyce Emmett and Special Education Supervisors</p>	<p>Implementation of a high quality program improvement initiative designed to increase student achievement over time</p> <p>Co-teaching strategies will improve instruction by combining the expertise of general and special education teachers</p>	<p>On-going</p> <p>June 07</p>
<p>Implement a highly focused administrative professional development program with an emphasis on increasing the instructional leadership skills of all principals</p>	<ul style="list-style-type: none"> - Pilot a Principal Study Group model based upon a common year-long theme of effective school improvement planning and related strategies - Implement monthly administrative training sessions designed to build instructional leadership capacity 	<p>Dr. Pascarella Dr. Glass</p>	<p>Improved ability of principals to use data and facilitate the implementation of best instructional practices</p>	<p>On-going</p>

<p>Conduct a program audit of the Reach/Rebound Programs and provide recommendations for improvement</p>	<ul style="list-style-type: none"> - Review all aspects of staffing, the instructional program, student demographics and facilities, equipment and materials to determine strengths and areas in need of improvement - Provide an executive summary of the findings of the program audit - Examine gaps in continuum of services/programs available to students with behavioral concerns 	<p>Dr. Glass Joyce Emmett Curriculum Coordinators Special Education Supervisors and Program staff</p>	<p>Analysis of program strengths and weaknesses</p> <p>Series of program improvement recommendations with associated costs and timeline</p> <p>Recommendations for increasing options for students whose behavior impacts their learning</p>	<p>March 07</p> <p>April 07</p> <p>June 07</p>
<p>Explore a variety of options for enhancing instructional time and improving instructional programming at the secondary level including such options as the school within a school model and alternative scheduling approaches</p>	<ul style="list-style-type: none"> - Send a study team to review key aspects of the Pilot School Model - Make recommendations regarding strengths and potential for replication - Create a middle school study team to review all aspects of programming and scheduling 	<p>Dr. Pascarella Dr. Glass 6-12 principals Coordinators and Union Representatives</p>	<p>Development of enhancement strategies to improve instructional services to students</p>	<p>June 07</p>
<p>Implement a central office protocol for the adoption of all new courses, programs and master schedules</p>	<ul style="list-style-type: none"> - Create an adoption/modification protocol - Notify all appropriate staff fully implement 	<p>Dr. Glass Principals and Coordinators</p>	<p>All staff adhering to new protocol</p>	

<p>Provide increased support, resources and instructional/leadership monitoring for Morris Street School given its continuing status as a Title I School in Need of Improvement</p>	<ul style="list-style-type: none"> - Provide onsite support via executive staff and coordinators and offer guidance to all improvement efforts - Provide supplemental resources to support the achievement of all improvement initiatives - Monitor reading progress on a biweekly basis and offer additional guidance to promote achievement of the school's reading AYP target 	<p>Dr. Pascarella Dr. Glass Dr. Dylewski Coordinators and Program Directors</p>	<p>Achievement of the AYP target in reading</p>	<p>June 07</p>
<p>Support the implementation efforts of the new Advisory Program at Danbury High School</p>	<ul style="list-style-type: none"> - Work with union officials to obtain an agreement to allow a pilot advisory program of student-centered counseling and support - Work with building administration to develop an effective implementation plan and follow up assessment of effectiveness 	<p>Executive Staff and building administrators</p>	<p>Effective implementation of the Advisory pilot program</p>	<p>June 07</p>
<p>Enhance the district's partnership with Western Connecticut State University to promote an expansion of collaborative teaching and learning improvement initiatives</p>	<ul style="list-style-type: none"> - Increase partnership initiatives with an emphasis on: <ul style="list-style-type: none"> • Academy for International Studies Magnet School instructional program • Mathematics and science professional development and grant opportunities • Institutional security and sharing of security resources and strategies • Exploration of the creation of a jointly managed science, mathematics and technology academy 	<p>Executive Staff, Coordinators, and Mrs. Nitowski</p>	<p>Successful expansion of collaborative initiatives which provide reciprocal benefit to both institutions</p>	<p>On-going</p>

<p>(Continued)</p> <p>Enhance the district's partnership with Western Connecticut State University to promote an expansion of collaborative teaching and learning improvement initiatives</p>	<ul style="list-style-type: none"> • Expansion of the K-16 model of collaboration • Minority recruitment and retention • Exploration of the creation of a jointly sponsored Admin Aspirants Program • Expansion of the ConnCAP/Upward Bound programs 	<p>Executive Staff, Coordinators, and Mrs. Nitowski</p>	<p>Successful expansion of collaborative initiatives which provide reciprocal benefit to both institutions</p>	<p>On-going</p>
<p>Develop a multiyear calendar which would better support the use of instructional time in a more consistent manner</p>	<ul style="list-style-type: none"> - Examine the district's calendar to determine where additional weeks of uninterrupted time could be gained and the necessary modifications that would need to be made to achieve more time - Explore the modification of the district's approach to professional development to achieve more contiguous time for instruction 	<p>Executive Staff Dr. Dylewski</p>	<p>Increase in the amount of uninterrupted time for instruction and better use of time for professional development</p>	<p>March</p>
<p>Examine the Bilingual/ESL services delivery model for English language learners to determine actions to enhance services to students</p>	<ul style="list-style-type: none"> - Convene a study team to analyze the current ELL model and to make recommendations for program improvement - Implement supplemental instructional ELL services at selected sites via additional staffing and additional time for instruction - Explore the creation of new alliances with other community agencies to provide supplemental instructional opportunities for ELL students 	<p>Dr. Glass Mr. Gomes Principals and external consultant</p>	<p>Recommendations for enhancing instructional time and programming for ELL students designed to improve student achievement and increase the speed of assimilation into the mainstream instructional program</p>	<p>June 2007</p>

<p>Administration: Study the administrative organization and make recommendations to maximize utilization of resources to benefit student achievement</p>	<ul style="list-style-type: none"> - Identify strengths and weaknesses of administrative staff and their respective assignments and develop plans that promote the successful integration of effective individual/district assignments - Identify cultural initiatives and develop a plan to create positive culture change. - Identify role models who exemplify positive change. - Identify and manage culture change obstacles. - Identify student achievement gaps - Align staff assignments to effectively complement student, professional and district goals simultaneously - Identify measurable goals and associated milestones for student improvement(s) 	<p>Dr. Pascarella</p>	<p>Improved efficiency through enhanced understanding and acceptance of change initiatives</p> <p>Enhanced and streamlined assessments of activities</p> <p>Expand effective actions, where possible</p> <p>Revise and/or eliminate unproductive activities</p>	<p>March</p>
<p>Alternative education: Explore alternative opportunities for students whose behavior interferes with their learning or the learning of others</p>	<ul style="list-style-type: none"> - Assess the current 6-12 alternative program and make recommendations for improvement 	<p>Joyce Emmett</p>	<p>To provide a more comprehensive continuous service for students experiencing adjustment problems in the large middle/high school setting</p>	<p>June 2007</p>

DISTRICT GOAL #2

Increase public awareness of the mission and accomplishments of the school system through on-going public information programs which educate the public via print, video and other communication materials

Tasks	Activities	Resources/Persons Responsible	Outcome	Date
<p>Establish a public information campaign to better communicate Board of Education activities, the workings of the district and student and staff accomplishments</p>	<ul style="list-style-type: none"> - Explore televising board meetings - Create a brochure and DVD which promote Danbury schools and community assets - Establish an enhanced relationship with media outlets; radio, television print and electronic including the scheduling of periodic press conferences - Create a Speakers Bureau and arrange speaking engagements with area organizations to provide essential information about the district - Create a procedure for the ongoing recognition of “pockets of excellence” that highlight the accomplishment of our students and staff - Publish an annual report which will inform the public about student achievement and district accomplishments 	<p>Cabinet</p>	<p>Improved understanding and appreciation of the scope, operations, needs, accomplishments and strengths of the school system</p>	<p>On-going</p>

DISTRICT GOAL #3

Support the attainment of the district’s mission by enhancing the effective management of the budget, human resources and facilities through improved communication with union, city and state officials, and exploring new opportunities for achieving economies of scale.

Tasks	Activities	Resources/Persons Responsible	Outcome	Date
<p><u>Management of the Budget</u></p> <p>Collaborate with the personnel office to conduct staffing audits to assure optimal budget projections. Forecast future staff and program costs</p>	<ul style="list-style-type: none"> - Audit employee FTE count at each school and for all programs - Seek staffing level needs input from administrators - Communicate findings and cost projections to the Superintendent 	<p>Elio Longo Denise Gagne</p>	<p>Improved accounting of employee assignments</p> <p>Improved labor cost forecasts</p> <p>Improved planning for attrition vacancies and loss of supplemental funds (grants)</p>	<p>Quarterly and during annual budget process</p>
<p>Create a responsive Sites and Facilities Plan for repairs and work order progress through effective collaboration with the City of Danbury Department of Public Works</p>	<ul style="list-style-type: none"> - Improve working relationship with City workforce on building improvements and repairs - Coordinate strategic plan and implementation with City’s maintenance RFP 	<p>Elio Longo Angelo Rodriguez</p>	<p>Increased efficiency in work order assignments and response time</p>	<p>Apr – Jun 07</p>
<p>Collaborate with State Board of Education to enact legislation and/or regulations supportive of reducing funding caps during the early years of Magnet School operation</p>	<ul style="list-style-type: none"> - Work with SDE Commissioner to identify supplemental Magnet School funds - Host meetings with partnering districts and explore opportunities for other potential sending districts - Host info sessions on funding status for our local state legislators 	<p>Dr. Pascarella Elio Longo</p>	<p>Create a self-sustaining revenue/expense model for magnet school operations</p> <p>Get Danbury Public Schools to the optimal enrollment/ reimbursement level of 60%</p> <p>Expand the list of partnering districts</p>	<p>Ongoing</p>

Explore funding opportunities to supplement the City's BOE appropriation to better enhance the delivery of service to students	<ul style="list-style-type: none"> - Explore via a grant writer sustainable multi-year program grants and private foundation funds 	Dr. Glass Elio Longo		Ongoing
Achieve cost savings through competitive bidding, continue negotiations, economies of scale and consortium purchasing, and health care benefit analysis	<ul style="list-style-type: none"> - Participate in state contract purchases for goods and supplies - Negotiate fair and competitive labor packages - Explore new models of healthcare delivery and cost containment 	Elio Longo Denise Gagne	Annual expense control in the area of supplies, goods and contracted services Fair labor contracts inclusive of a healthcare component conducive to controlled spending	Ongoing
Enact through the Board a more effective Building Rental Fund in recognition of our community's needs	<ul style="list-style-type: none"> - Reassess rental fee schedule, user priority list and formal rental arrangement 	Elio Longo Dr. Pascarella	Improved use of our facilities by the Danbury community with priority given to services for our children	Jan-Mar 07
Better utilization of our buildings space and less reliance on external rentals	<ul style="list-style-type: none"> - Reassess program and department assignments in our buildings - Look to regain space lost to ineffective use 	Elio Longo Angelo Rodriguez Dr. Dylewski Dr. Glass	Less reliance on external rental arrangements More effective use of our buildings More efficient delivery of our services	Ongoing
<p style="text-align: center;"><u>Human Resources</u></p> <p>Develop, implement and track the success of diversity recruitment strategies</p>	<ul style="list-style-type: none"> - Identify cost effective programs that facilitate end-user data entry of candidate information 	Denise Gagne Sue Rice	Enhanced district-wide electronic initiatives by virtue of the elimination of paper applications Streamlined access and assessment of candidate credentials by respective hiring managers Improved ability to compare and analyze candidate skill sets from a macro level	Beginning April and on-going

<p>Identify short and long-term attrition expectations and recruit anticipated needs early</p>	<ul style="list-style-type: none"> - Identify cost effective incentives that support early recruitment initiatives - Implement accordingly - Monitor and promote early recruitment in anticipated shortage areas - Identify anticipated shortage area needs - Utilize internal and external websites for early recruitment - Establish recruitment presence at DHS when Praxis exams are being conducted 	<p>Denise Gagne Elio Longo Principals and Coordinators</p>	<p>Enhanced ability to recruit talent competitively</p>	<p>Beginning January 07 and on-going</p>
<p>Perform on-going assessment of non-teaching census changes and implement productivity improvements</p>	<ul style="list-style-type: none"> - Introduce goal-based negotiations strategies and measure success - Identify productivity needs with associated timelines - Identify skills needed to enhance district productivity in the absence of additional hiring - Identify a protocol for implementing approved productivity improvements 	<p>Denise Gagne</p>	<p>Increased employee productivity Enhanced employee morale</p>	<p>Beginning April 07 and on-going</p>
<p>Convene a task force, with community and staff representation, to address the issue of diversification of the district's work force and develop a recruitment and retention to assist in the retention of under-represented staff</p>	<ul style="list-style-type: none"> - Identify staff and community members who will participate in the task force. - Review purpose and focus of task force - Develop action plans as appropriate 	<p>Dr. Dylewski Dr. Pascarella Dr. Glass</p>	<p>Improve the diversity representation of the district's work force.</p>	<p>January 07 January 07 By March 1st</p>

<p style="text-align: center;"><u>Facilities</u></p> <p>Team with the City’s Department of Public Works to better address the maintenance, cleanliness and the structural improvements of our buildings</p>	<ul style="list-style-type: none"> - Confer with Director of Public Works on a quarterly review of the needs assessment and maintenance status 	<p>Angelo Rodriguez Elio Longo</p>	<p>Systemic approach to continual building assessments and improvements</p> <p>Improve response time to building maintenance requests</p> <p>Noticeable improvements to general housekeeping and clean learning environment</p>	<p>Quarterly</p>
<p>Develop plans and procedures/budget based on the school safety task force</p>	<ul style="list-style-type: none"> - Convene a taskforce to study needs in the areas of school safety, violence prevention and emergency preparedness - Develop a series of recommendations to address identified needs - Develop associated cost projections and a timeline for implementation of all recommended enhancements 	<p>Dr. Glass School, Union and City officials</p>	<p>Improve security, safe and emergency preparedness capabilities</p>	<p>June 07</p>