



VERNON PUBLIC SCHOOLS

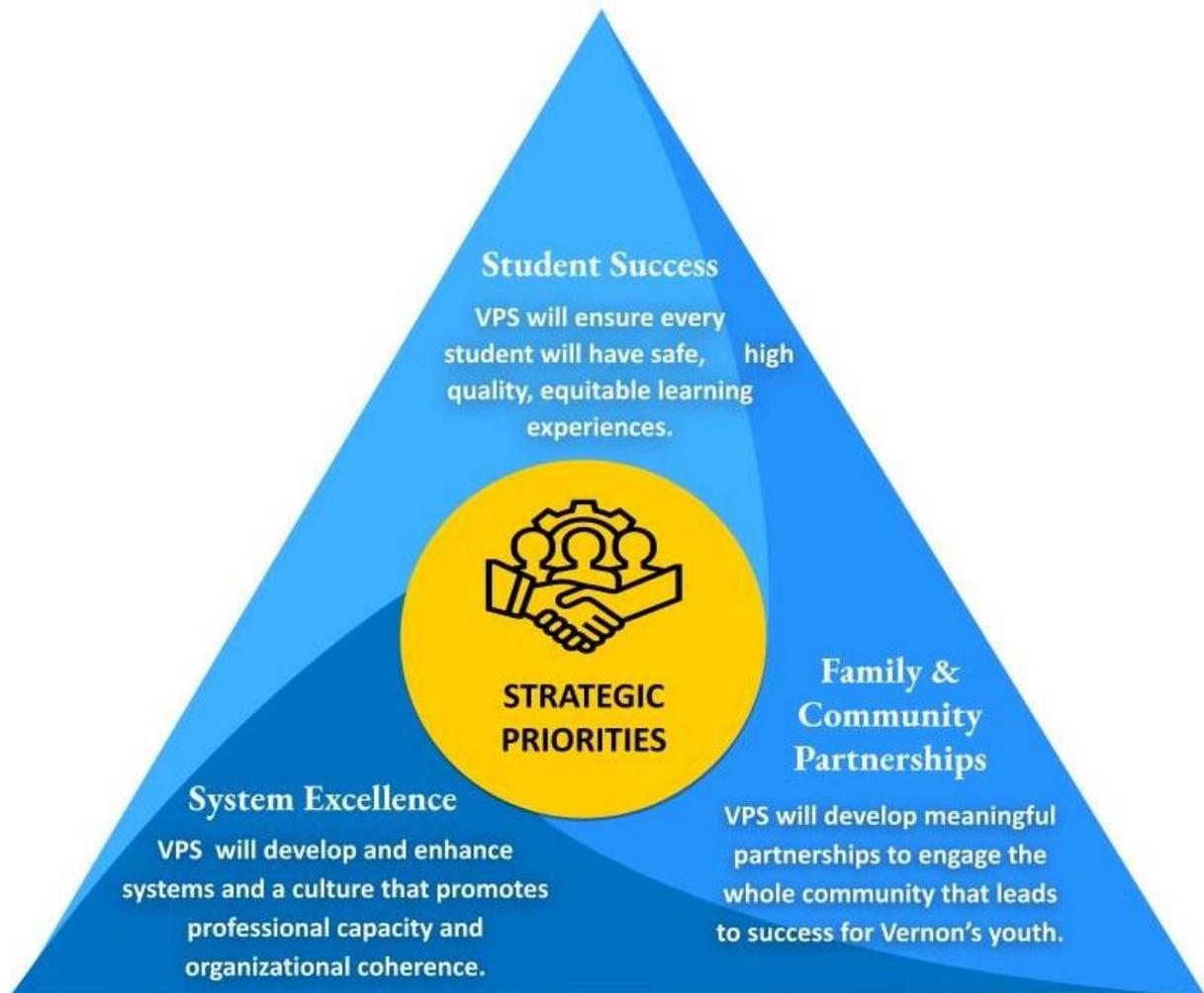
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STRATEGIC PLAN

2022 – 2027



Where Students Learn, Achieve and Succeed

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Forward

This *Strategic Plan* is a 3 to 5 year roadmap to drive school improvement efforts in Vernon. The Strategic Plan affirms our vision, mission and core beliefs, while creating a pathway towards the next level of educational excellence for all students. The Strategic Plan is built upon successful district initiatives like the Blueprint for Success, Vision of the Graduate, and District Equity Stance which have guided improvement efforts to date. Input was solicited from over 100 individuals and students through community based focus groups and stakeholder feedback. Gratitude is extended to the Strategic Planning committee that included key district leaders, administrators and Board of Education members. This plan is the culmination of a comprehensive strategic planning process that outlined a road map for the district to follow. This Strategic Plan ensures students will adopt the knowledge, skills and dispositions identified in our Vision of the Graduate in order to become successful members of the community. It will be monitored and adjusted as needed on a regular basis to ensure fidelity to the goals of the plan.

The Vernon Public Schools serves 3,500 students in grades pre-kindergarten through 12th. The district has 5 elementary schools (PK-5), a middle school (6-8) and one high school. Vernon is in northeastern Connecticut. In addition, Vernon administers a regional Adult Education program for 14 towns and a regional agriculture, science, technology, education (ASTE) program for 10 surrounding towns. The town of Vernon is a diverse community and is a compilation of urban, suburban and rural areas that comprise this microcosm of Connecticut. According to the October 2020 census, 55% are identified as free/reduced lunch students; 18% of the students are identified as special education; and 46% are minority students made up of 21% Hispanic, 10% African American, 7% Asian, and 7% two or more races. Four percent of the students are deemed as having limited English proficiency.

Strategic Planning Committee Members

Laura Boutilier	Facilitator, Partners for Educational Leadership
Kevin Brown	Member, Vernon Board of Education
Jennifer Buckler	Member, Vernon Board of Education
Patricia Buxton, Ed.D.	Secretary, Vernon Board of Education
David Caruso	Principal, Vernon Center Middle School
Anne Fischer	Chair, Vernon Board of Education
Melissa Iles	Director of Pupil Personnel
Mark Kalina	Member, Vernon Board of Education
Richard Lemons, Ed.D	Facilitator, Partners for Educational Leadership
Stephen Linton	Member, Vernon Board of Education
Joseph Macary, Ed.D	Superintendent of Schools
Jason Magao	Principal, Rockville High School
William Meier III	Director of Business & Finance
Jennifer Miller	Principal, Center Road School
Deborah Rodriguez	Member, Vernon Board of Education
Melissa Ross	Supervisor of Elementary Special Education
Robert Testa	Assistant Superintendent of Schools
Mason Thrall	Vice-Chair, Vernon Board of Education
Melissa Trantolo	Director of Elementary Teaching & Learning
Kristiana Wintress	Member, Vernon Board of Education
Cynthia Zingler	Director of Family, School & Community Partnerships

Mission Statement

The Vernon Public Schools, in partnership with family and community, is committed to provide a quality education, with high expectations, in a safe environment where all students become independent learners and productive contributors to society.

Core Beliefs

- Advocate a “whole child” approach to student learning
- Maximize student performance and set high expectations
- Integrate family and community with the education system

Diversity Statement

The Vernon Board of Education reaffirms our commitment to continue the work being done and continues to look for new opportunities that promote equity and diversity in the Vernon Public Schools. We embrace diversity and inclusion, and absolutely condemn racism and discrimination.

District Goals

Goal 1 – Build and improve relationships and partnerships with family and community

Goal 2 – Increase the achievement of every student through a high-quality curriculum, instruction, and assessment

Goal 3 – Promote safe environments that are socially, emotionally, and physically conducive to learning

Vision Statement

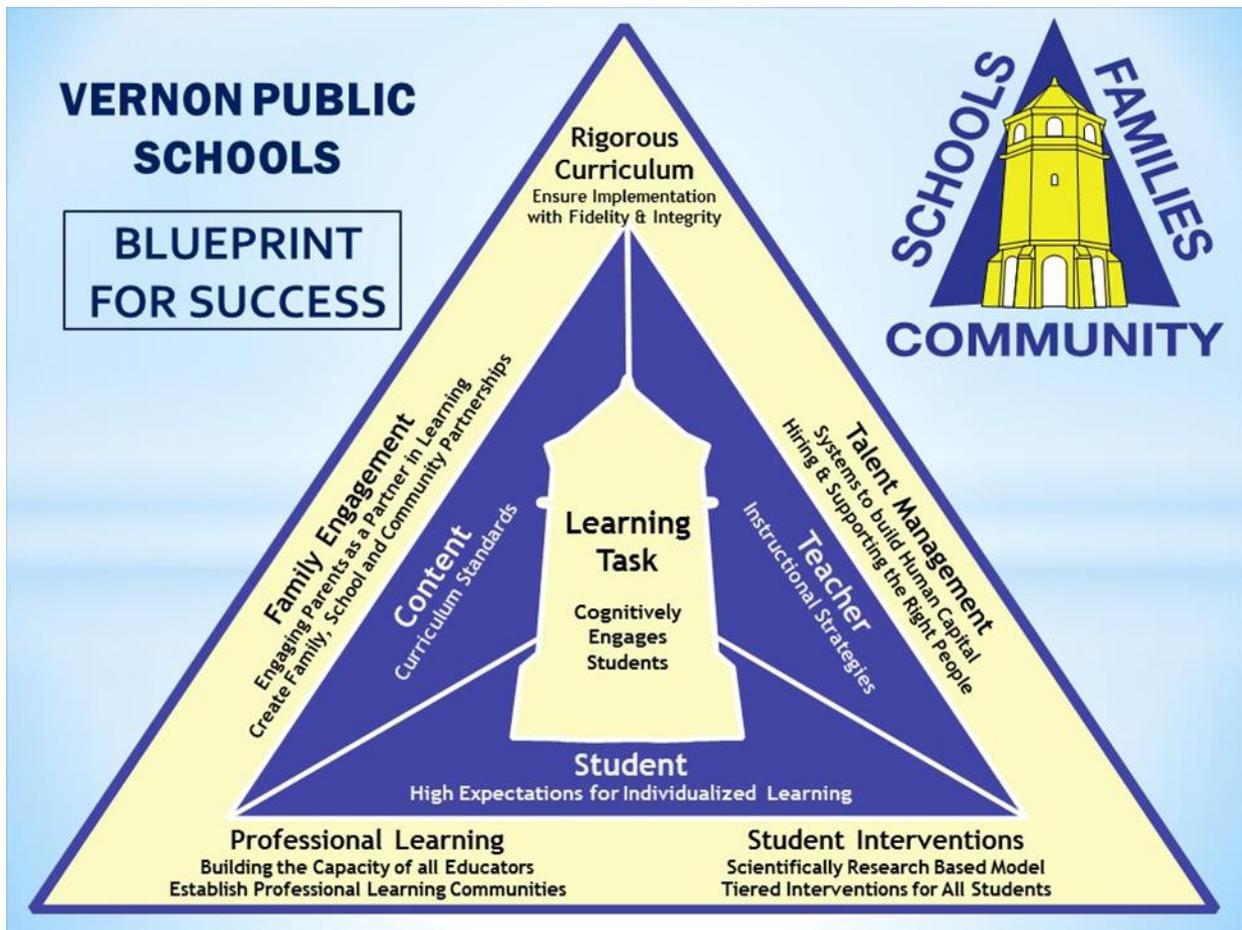
The Vision of the Vernon Public Schools is that every graduate is a Critical Thinker, Collaborator, Communicator, Resilient Individual, and Responsible Citizen.

Blueprint for Success

The Vernon Public Schools Blueprint for Success employs five district and school-level improvement drivers that will enhance and support our work around the Instructional Core. The five improvement drivers are:

- Rigorous Curriculum
- Talent Management
- Family Engagement
- Professional Learning
- Student Interventions

Each driver is integrated into the instructional core and linked to learning. The philosophy of the Vernon Public Schools is to maximize student achievement by setting high expectations for individualized learning and focusing on the Instructional Core. Leadership priorities and continuing support for high quality instruction for every child is grounded in the Vernon Public Schools Blueprint for Success to take the district to the next level of educational excellence. Together we can accomplish great things for the children and families we serve.



Equity Stance

The Vernon Public School district recognizes and values the rich diversity of race, ethnicity, abilities, gender identity, sexual orientation, and economic background of our students.

We also acknowledge the existence of a range of inequities that exist across our nation and within our local community that impact our students. These inequities create disproportionate outcomes ranging from gaps in academic achievement to dropout rates. The impact of these gaps extend well beyond school, correlating with indicators of physical health, emotional well-being, income, and civic participation.

Equity in education is achieved when student outcomes are not predicted by gender, race, ethnicity, economic background, sexual orientation, language or abilities and where all students reach a level of efficacy and competence that supports a rewarding and productive life.

This requires the elimination of inequitable policies, programs and practices that currently contribute to disproportionate learning and achievement among student groups. In addition, it requires the identification and implementation of new strategies that promote equitable experiences and outcomes.

In order to provide an equitable education for all students, the Vernon Public School district, in partnership with the community, will:

- Focus on inclusive Pre-K education and other research-based practices known to reduce bias and discrimination while reducing gaps
- Provide access, experiences and opportunities through an inclusive, student-centered environment that values voice and choice resulting in equitable outcomes
- Develop systemic practices that allow all students to learn from others that represent a broad range of backgrounds and experiences
- Recruit and retain a faculty and staff more representative of the experiences and backgrounds of students
- Support a professional learning community where educators have an equity lens, self-awareness, and professional skills to support all students

Our commitment to equity allows us to achieve our Mission, ensuring that every student **can** become an independent learner and a productive contributor to society.

Adopted November 2020

Vision of the Graduate

The Vision of the Vernon Public Schools is that every graduate is a Critical Thinker, Collaborator, Communicator, Resilient Individual, and Responsible Citizen.

Knowledge, Skill or Disposition	Definition or Explanation
Critical thinker	<ul style="list-style-type: none"> ● Works through difficult challenges with analytic reasoning ● Solves novel and complex problems with innovative and creative thinking ● Functions as a problem solver by identifying and using appropriate resources, tools and technology to approach and solve challenges ● Critically evaluates ideas and evidence by asking relevant questions, analyzing multiple sources of information, identifying and considering the reliability of sources, deliberately questioning competing information, and drawing conclusions
Collaborator	<ul style="list-style-type: none"> ● Demonstrates openness to different viewpoints while demonstrating respect for others' assets and contributions ● Effectively works with, and within, diverse groups to plan, strategize, make decisions, and successfully execute tasks ● Seeks and utilizes feedback from others in solving tasks
Communicator	<ul style="list-style-type: none"> ● Actively listens to understand the perspectives of others ● Communicates thoughts and opinions clearly and respectfully ● Utilizes multiple communication mediums to express viewpoints effectively to a wide range of audiences for a variety of contexts ● Uses technological skills and social media appropriately to meet goals
Resilient Individual	<ul style="list-style-type: none"> ● Perseveres through challenges and setbacks while embracing failure as an opportunity for growth ● Demonstrates flexibility by adapting approaches to the given situation and context taking appropriate risks as necessary ● Demonstrates stamina in multiple contexts and persists in completing tasks ● Possesses self-confidence and independence
Responsible citizen	<ul style="list-style-type: none"> ● Recognizes the experiences and needs of others, demonstrating empathy, compassion and respect for all ● Communicates and acts with ethics and values ● Positively contributes to the quality of classroom, school, community and the environment ● Possesses and acts with self-awareness

Adopted September 2019

Strategic Priorities

Student Success

Vernon Public Schools will ensure every student will have safe, high quality, equitable learning experiences.

Strategic Actions

- Provide a meaningful, culturally relevant curriculum that engages all students, beginning with universal pre-school continuing through college and career pathways.
- Deliver personalized instruction, assessments and interventions that support academic and social emotional needs for all students.
- Foster a culture of high-expectations for all students with goals for meaningful post-graduation success.
- Create a sense of belonging for all students by deepening connections and relationships with adults and others in the community supportive of the skills in the Vision of the Graduate.

Family and Community Partnerships

Vernon Public Schools will develop meaningful partnerships to engage the whole community that lead to success for Vernon's youth.

Strategic Actions

- Create innovative opportunities for student, family, and community voice that build connections based on trust and strong relationships.
- Deepen our understanding of family backgrounds and real life experiences within our community in order to promote student success.
- Foster comprehensive communication using multiple methods and languages, so families understand the district's vision, the educational progress of their child, and how to partner and advocate on behalf of their child.
- Nurture a culture that promotes wellness, diversity, and inclusion.

System Excellence

Vernon Public Schools will develop and enhance systems and a culture that promote professional capacity and organizational coherence.

Strategic Actions

- Develop a creative approach to recruiting high quality staff reflective of the population of Vernon.
- Enhance systems that encourage collaboration, address professional learning needs, maximize resources, and recognize good work.
- Create a positive school culture of teaching and learning for all students, staff and families.
- Promote safe classrooms and school environments that are socially, emotionally and physically conducive to learning.

Metrics for Success

- At least 95% of our students attended school every day
- On-Track for High School Graduation (measured in 9th Grade)
- Staff Demographics: Percentage of Minority Employees with the District
- Students in Kindergarten who have a pre-kindergarten experience (Target 100%)
- ELA Performance: Students at/or above grade level standards (SBAC)- All
- ELA Performance: Students at/or above grade level standards (SBAC)- High Needs
- Math Performance: Students at/or above grade level standards (SBAC)- All
- Math Performance: Students at/or above grade level standards (SBAC)- High Needs
- Physical Fitness: Student meeting the Health Fitness Zone Standard (passing all 4)
- Students & Families say 'they feel they belong to the Vernon School community'
- Family & Community supporting the District's Mission & Vision (June Survey)

VISION



**THE VISION OF THE
VERNON PUBLIC SCHOOLS
IS THAT EVERY GRADUATE
IS A CRITICAL THINKER,
COLLABORATOR,
COMMUNICATOR,
RESILIENT INDIVIDUAL,
& RESPONSIBLE CITIZEN.**



THE VERNON PUBLIC SCHOOLS, IN PARTNERSHIP WITH FAMILY AND COMMUNITY,
IS COMMITTED TO PROVIDE A QUALITY EDUCATION, WITH HIGH EXPECTATIONS,
IN A SAFE ENVIRONMENT WHERE ALL STUDENTS BECOME INDEPENDENT LEARNERS
AND PRODUCTIVE CONTRIBUTORS TO SOCIETY.

