



MT. VERNON

COMMUNITY SCHOOL CORPORATION

STRATEGIC PLAN UPDATE

GOAL: All Students Will Learn at High Levels

OBJECTIVE Be Exceptional Stewards of our Resources

KEY RESULT Develop and Maintain a Sustainable Budget Plan

STRATEGY 1 Pass an Operating Referendum

May 3, 2022, Mt. Vernon Community Schools Passed an Operating Referendum at \$0.17 per year for 8 years.

STRATEGY 2 Invest in energy savings projects

Since 2019, MVCSC made a special commitment to maintaining, upgrading, and improving our existing facilities with an emphasis on increasing energy efficiency and utility cost savings. Since these improvements began, our utility costs have remained steady even in the face of ever increasing electrical, gas, and water rates. The following are key highlights of the districts' commitment to Stewardship of facilities:

- 2019: \$800K for district-wide LED lighting upgrades.
- 2020-2022: \$10M in district wide HVAC & MEP upgrades(two years of an initial three year energy efficiency improvement plan.)
- 2021-2022: \$6M Roofing replacements at MVHS, MVMS, and MCE.

KEY RESULT Take Care of What We Have

STRATEGY 3 Prioritize facility maintenance and upgrades.

MVCSC underwent a facilities assessment in 2018-19. From that data, the first "Stewardship Project" critical needs for roofing and HVAC/MEP improvements were identified (See previous Key Result, Strategy 2.) By the end of the 2022-2023 school year, the corporation will contract with an appropriate firm for the purpose of completing an assessment of our facilities by December of 2023.

KEY RESULT Develop and Maintain Systems and Structures to Manage a Larger School District

STRATEGY 4 Develop and update handbooks and reference guides.

In 2019, MVCSC significantly revised/updated its handbook for classified staff. In addition, in July of 2020 the board of school trustees approved a newly

developed handbook for certified staff. Handbooks for both classified staff and certified staff are updated and approved by the school board prior to the beginning of each school year, respectively.

OBJECTIVE Hire and Retain Exceptional Staff

KEY RESULT Recruit the Best Personnel

STRATEGY 5 Hire early through identifying new staffing needs and openings in the early spring.

Each spring we look at our current staffing needs by estimating our enrollment for the following school year. We do so by comparing our estimated enrollments to the number of teachers we have in order to maintain optimal class sizes based on pre-established student:teacher ratios. Based on our needs, we post positions as early as possible in the spring in order to attract the best candidates to serve in our district.

STRATEGY 6 Recruiting via marketing, etc.

The school district and the Mt. Vernon Ed Foundation has joined forces with key stakeholders in the community to develop strategies in order to attract and retain all types of staffing positions for the school district. By March 1, 2023, a plan to retain and attract employees will be finalized.

STRATEGY 7 Develop a Pre-Service teacher pipeline

July 22, 2022, Mt. Vernon CSC signed an agreement to partner with Ball State University's School of Education to begin the development of a teacher preparation program starting with high school juniors through a teacher's second year of teaching. By April 1, 2023, a pre-service teacher pipeline plan will be established.

KEY RESULT Provide Competitive Compensation for All Staff

STRATEGY 8 Provide total compensation for employees that is competitive to other schools and the job market.

Mt. Vernon has committed over recent years to increase the base salary for all teachers in order to remain competitive with other districts in the area and across the state. In addition, we offer rich benefits to our employees which helps to add value to the overall compensation package we provide our staff. We are committed to increasing the base salary for our certified staff as well as the hourly wages for our classified staff as we continue to grow as a school district. Winning the operating referendum in the spring of 2022 has enabled us to raise our beginning hourly wages so that no classified staff members earn less than \$16/hr. By December 1, 2022, all teachers will have received a historic raise bringing the starting salary for teachers from 3rd to 2nd in the county.

KEY RESULT Ensure Opportunities for Staff to Grow Professionally

STRATEGY 9 Provide multiple invitational professional learning opportunities, credentialing, and badges.

MVCSC Teaching and Learning department provides teachers many opportunities for invitational professional learning. Many opportunities are provided each summer while some opportunities are provided throughout the school year. Teachers have the option to participate in an asynchronous Digital

Learning Pathway course at any time to receive credentialing and badging for completion of digital learning best practices. By _____ we will provide NASoT invitational professional development which would provide teachers credentialing and badging for completion.

STRATEGY 10 Provide extraordinary support to new teachers.

Mt. Vernon offers a two-day orientation program for all new teachers at the beginning of the year in order to acclimate the new teachers to our school district as well as our approach to teaching & learning as well as various onboarding activities. In addition, in 2021 we implemented a new teacher academy in order to provide on-going support for our new teachers throughout the year. The new teacher academy provides regular check-ins and resources to help support our new teachers throughout their first year. The initial cohort provided a lot of positive feedback for the support they received during year one of the program. In addition, the feedback we received from those in cohort one provided insight on how we can improve or enhance our support for future NTA cohorts.

OBJECTIVE Meet the learning needs of all of our students

KEY RESULT Develop a Guaranteed & Viable Curriculum

STRATEGY 11 Develop, organize, and curate Essential Learnings (EL) for all accountability subjects.

MVCSC curriculum collaborator teacher teams from accountability subjects (Math/English) have developed and revised essential learnings based on Indiana Department of Education subject state standards.

STRATEGY 12 Develop common formative assessments (CFAs) for all ELs for all accountability subjects.

MVCSC curriculum collaborator teacher teams have created or revised CFAs for all accountability subjects (Math/English) for all ELs for their beginning of year units of study. Curriculum collaborator teams will meet periodically throughout the year to have CFAs completed and ready for all ELs prior to the end of the 2022-2023 school year.

KEY RESULT Form and Maintain a Professional Learning Community

STRATEGY 13 Utilize goal setting to focus on the three big ideas of a PLC. (Learning, Results Orientation, and Collaboration)

MVCSC teacher PLCs utilize each early release Wednesday to meet and focus on the three big ideas of a PLC. Specifically, their PLCs focus on high leverage practices of setting and meeting student learning goals utilizing their Instructional Planning Sheet (IPS) to focus on student results. PLC teams will answer the four questions; What do we want all students to learn? How will we know if they learned it? How will we respond when some students do not learn? And, how will we extend the learning for students who learned it very quickly?

KEY RESULT Address the Needs of the Whole Child

STRATEGY 14 Implement and support Trust Based Relational Intervention

In the fall of 2019, the elementary schools implemented TBRI into their practices in order to help support the regulation needs of our K-5 students. All staff went through a two-day implementation training session and then received ongoing

support via consultation throughout the year to ensure that TBRI practices were being utilized properly and effectively. Last year, the sixth grade teachers at the middle school were trained in TBRI so that it could be implemented at that grade level. The 7th and 8th teachers & staff at MVMS are currently implementing TBRI into their practices after participating in the two-day lead-in training leading up to this current school year. The district plans to implement TBRI at MVHS in the fall of 2023. In addition, Mt. Vernon has two behavior specialists who have gone through the TBRI practitioner training program in order to become TBRI experts. This allows us to provide direct and ongoing support in TBRI to our teachers and staff throughout the school year. TBRI implementation will occur at the high school level during the 2023-24 school year.

STRATEGY 15 Clarify the Marauder Way for supporting the needs of the whole child.

During the 2021-22 school year, the school district formed an advisory committee deemed the *Whole Child Advisory Committee* in order to review, analyze, refine, and improve our efforts in meeting the needs of the whole child. The committee was comprised of school personnel as well as parents and community members. The district's leadership team and staff shared our approach to curriculum and programming at Mt. Vernon to meet and enhance the academic needs of our students. Furthermore, we share an approach to meeting our students' social/emotional needs through the SEL-based curriculum we use in order to develop the soft skills and employability skills our students will need in their post-secondary endeavors. Having the opportunity to share our approach and beliefs in supporting the needs of the whole child helped provide greater clarity (and understanding) in our efforts to meet the needs of our students.

KEY RESULT Support a Full Spectrum of Curricular, CoCurricular, and ExtraCurricular Activities

STRATEGY 16 Increase ECA base to match the base salary of a 1st year teacher.

The district deeply appreciates those individuals who are willing to work with our students outside of the classroom in co-curricular and extracurricular activities and is committed to rewarding them by compensating them appropriately for their time and effort. Therefore, it is our goal to align the ECA base with the beginning base salary of a first year teacher. Currently, there is a substantial gap between the two (~\$7,500). The district is committed to aligning these two base amounts within the next five years. By December 1, 2022, we will have closed the gap a measurable amount.

KEY RESULT Develop Comprehensive and Systematic System to Support The Increase in Student Behaviors

STRATEGY 17 Develop corporation wide discipline beliefs.

August 1, 2022, Mt. Vernon CSC developed a final draft of [Discipline Beliefs](#)

STRATEGY 18 Meet regularly with all building administration to norm and review monthly discipline data.

June 3, 2022, Mt. Vernon CSC administration began meetings to discuss shared beliefs related to school discipline and also to discuss best practices in the area of student behavior. Monthly meetings have been scheduled through June, 2023 for all building administrators and supporting district administrators to collaborate, set goals, and norm our expectations.

KEY RESULT **Ensure that Our Facilities Meet the Needs of our Changing and Growing Enrollment**

STRATEGY 19 Continue with our Future Growth Plan process

During the 2019-2020 school year, a collaborative effort with the community brought hundreds of voices together to determine how best to meet our growing enrollment. The decision was to bring back an intermediate school to provide capacity to the three elementary schools and our middle school by removing a grade level from each school (grades 5 & 6) and moving them to an intermediate school. To do so, it was planned to replace Fortville Elementary with a new K-4 school and to redeploy that building back to an intermediate school. Additional work to replace our bus barn, improve traffic circulation around the middle school, and to add classrooms to Fortville Elementary (future Intermediate building) began.

KEY RESULT **Align Staffing Proportionally to the Growing Diversity of Student Needs**

STRATEGY 20 Develop data points to determine the changing needs in our student population and hire new staff proportionally.

During the spring of the 2020/2021 school year, the district added 4 FTE special education teachers to support the needs of our increasingly diverse student population. The 4 teachers provided additional support to the following schools: FES, MCES, MVMS, MVHS. An additional 2 FTE special education teachers were approved during the spring of 2022, based on the increased numbers of students eligible for special education services on the December 1, 2021 child count. The 12/1/21 child count reflected an 11% increase in students who require intensive support and a 10.5% increase in students eligible for other special education eligibility categories. The 2 teachers provided support to the following schools: MES 1.4, FES .6. Also, the district recognized the need to provide additional behavior support for students who demonstrate challenging behaviors. Three LIFE Coaches were added to support secondary students: MVMS - 2020/2021 school year, MVHS - 2021/2022 school year, and LIFE Center / Alternative School - 2022/2023 school year. Building-based Behavior Techs were added at each elementary school, beginning with the 2022-2023 school year. The district also determined the need to employ a Board Certified Behavior Analyst (BCBA) on a part-time basis to primarily provide guidance and support for our students who demonstrate the most challenging behavior needs. To support students who needed additional instruction, the corporation hired an English/Language Arts and a Math Specialist for each of our five schools beginning the 2021-22 school year. As our English Language Learner population continues to grow, we hired an ELL job coach in 2021-2022 and an additional ELL teacher focusing on elementary students in the 2022-2023 school year.