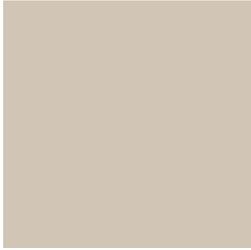
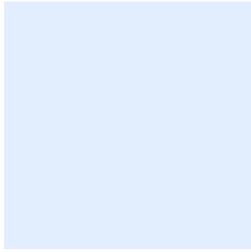




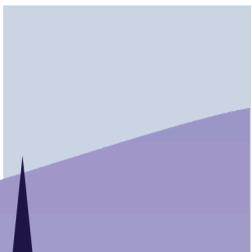
Rutland City Public Schools

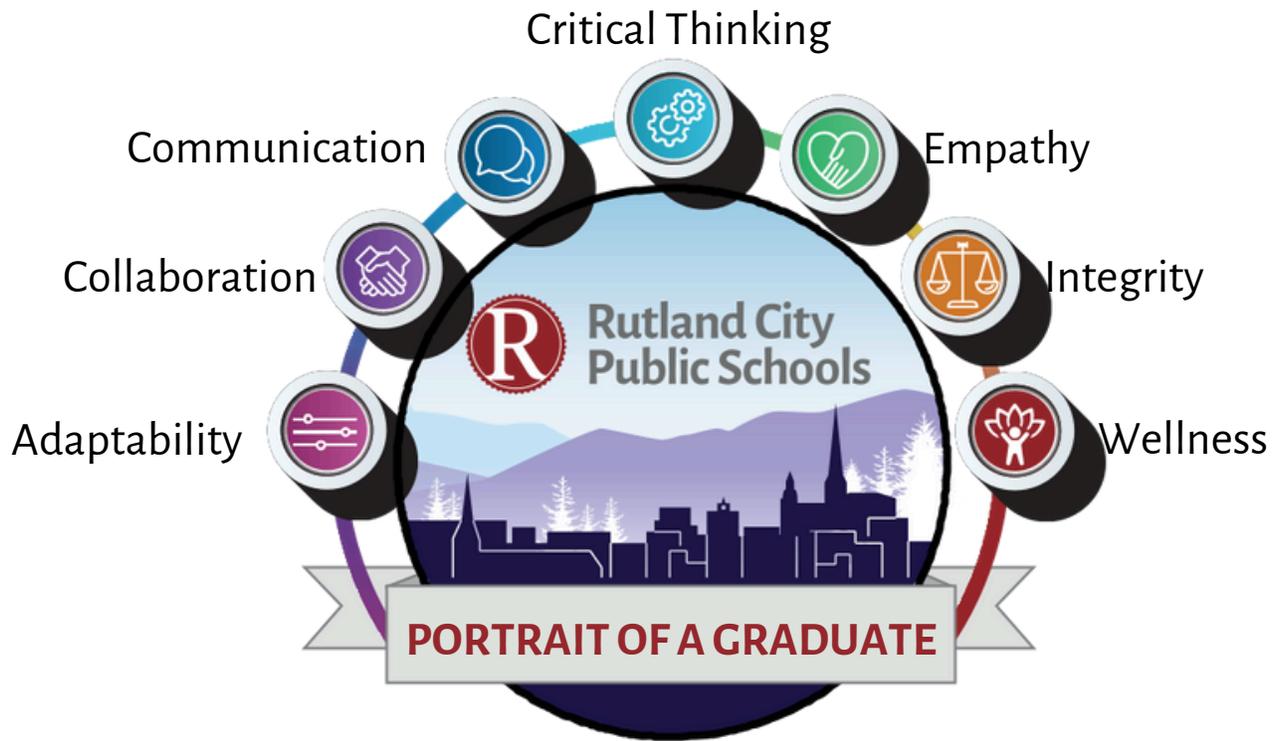


EVERY STUDENT
EVERY DAY!



2025
STRATEGIC
PLAN
UPDATE
YEAR 1





ADAPTABILITY contributes to resilience, improvement, and success in the pursuit of a solution, product, or performance. RCPS graduates navigate ambiguity, criticism, and obstacles and choose to persevere.



COLLABORATION allows the achievement of shared goals by working together. RCPS graduates integrate their talents into diverse groups, honor the strengths and contributions of others, and incorporate feedback to advance the group's goals.



COMMUNICATION conveys thoughts, feelings, needs, and information and is essential to our interconnectedness. RCPS graduates listen, observe, and read with attention, openness, and curiosity in order to decipher meaning, intentions, and nuances. They formulate and deliver effective spoken, written, and non-verbal messages for a range of purposes and variety of audiences.



CRITICAL THINKING is explorative, rational, and evidence-based. RCPS graduates approach problems with creativity. They identify, develop, evaluate, prioritize, and apply ethical, equitable, innovative, and responsible solutions.



EMPATHY fosters compassion and an understanding of others' perspectives. RCPS graduates acknowledge different perspectives and lived experiences, recognize our shared humanity, and treat one another with dignity and kindness.



INTEGRITY is demonstrated by an adherence to a shared set of values. RCPS graduates are honest, reliable, responsible, and trustworthy. They hold themselves and others accountable.



WELLNESS is an evolution of person, place, and practice. RCPS graduates pursue healthy mental and physical lifestyles and promote communities where all may thrive while striving for balance.





Rutland City
Public Schools



Strategic Plan



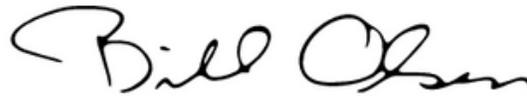
Download our Strategic Plan

including glossary of terms



Three Priority Areas

This strategic plan represents the voice of our entire Rutland community. It reflects our collective dedication to creating a nurturing, challenging, and inclusive educational environment. Over the next few years, we invite your collaboration in helping our schools guide our children toward becoming competent, healthy, and caring individuals who will lead our future Rutland, our Vermont, and our world. This is our Year 1 Report on our three Priority Areas.



Bill Olsen
Superintendent, RCPS

Strategic Plan Overview

PRIORITY AREA 1

Teaching and Learning

Teaching and Learning is structured to provide all students access to high-quality instruction and standards-based content that clearly identifies student learning and supports student growth toward Portrait of a Graduate traits.

PRIORITY AREA 2

Evolution of Wellness through Inclusive School Communities

Embody a culture of well-being through practices and infrastructure to enhance the physical, social, and emotional health of our students and staff, contributing to the vitality of our school community.

PRIORITY AREA 3

Resources for Success

Secure, cultivate, and sustain resources to empower and uplift a diverse community, fostering an environment of adaptability, collaboration, and critical thinking.





Ready to Lead and Learn



Goals, Objectives, and Strategies



PRIORITY AREA 1

Teaching and Learning

Teaching and Learning is structured to provide all students access to high-quality instruction and standards-based content that clearly identifies student learning and supports student growth toward Portrait of a Graduate traits.

Objective 1 – Learning Systems

RCPS supports all students in accessing standards-based programming and working towards the Portrait of a Graduate traits by removing barriers to success.

STRATEGIES

- Annually review district-wide curriculum and all grade levels to evaluate curricular offerings, revising for relevance, alignment, gaps, and redundancies.
- Analyze building schedules, personnel, and professional time to identify and make targeted adjustments that respond to issues impacting students including but not limited to vulnerable students, those living in poverty, having a disability, BIPOC, LGBTQ+, MLL, students experiencing homelessness, and high-achieving students.
- Promote and embed Portrait of a Graduate traits within academic and social standards for all K-12 students.
- Expand understanding of diversity by intentionally including underrepresented and marginalized voices, histories, and experiences into the curriculum, and interacting respectfully in all teaching and learning.

Objective 2 – Assessment

Regular assessment embedded in student learning experiences drives instructional decisions and practices.

STRATEGIES

- Adapt and adjust instructional practices (universal for all students) and interventions (targeted and intensive) based on student outcomes and data.
- Build, support, and align grade-level and cross-disciplinary team competency and structures for reviewing student data, updating and refining assessments, making instructional changes, and providing robust interventions.
- Align and support the role of K-12 teacher leaders and academic coaches to emphasize instructional leadership and develop collective efficacy among all staff.





Objective 3 – Student Agency

Students are empowered to make informed choices and develop agency throughout their educational journey.

STRATEGIES

- Guide students to take ownership in their educational journey by setting goals and identifying progress through self-assessment of their own learning.
- Provide timely, accessible, and inclusive school communication for academic and social purposes.
- Forge multiple RCPS learning pathways that empower students and generate agency supported by strong community and family partnerships.
- Proactively build a healthy community by implementing teaching practices and providing resources that align restorative approaches at all grade levels.

“

We believe that empowering students with the knowledge and skills to navigate the digital world is crucial. Fostering student agency with technology means equipping them to create, innovate, and solve problems using technology as a tool. When students have the power to shape their own learning experiences and explore their passions through technology, they become active, engaged learners who are prepared for the challenges of the 21st century.

Patricia Aigner, Technology Director

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PRIORITY AREA 1: Teaching and Learning

Teaching and Learning is structured to provide all students access to high-quality instruction and standards-based content that clearly identifies student learning and supports student growth toward Portrait of a Graduate traits.

Objective 1: Learning Systems

RCPS supports all students in accessing standards-based programming and working towards the Portrait of a Graduate traits by removing barriers to success.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 1</p> <p>RCPS annually reviews district-wide curriculum and all grade levels evaluate curricular offerings, revising for relevance, alignment, gaps, and redundancies.</p>	<p>Curriculum work was started in 2023-2024 school year.</p>	<p>Will be prioritized in year 2 or 3.</p>	<p>Postponed</p>

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 2</p> <p>Analyze building schedules, personnel, and professional time to identify and make targeted adjustments that respond to issues impacting students including but not limited to vulnerable students, those living in poverty, experiencing homelessness, and high-achieving students.</p>	<p>Building administrative teams have audited meeting times. Building administrators have started to explore 25-26 schedules while reviewing resources as a part of the budget.</p>	<p>Administrative review and outcomes for targeted adjustments (if needed) to use of time.</p>	<p>On Track</p> <p>Multi-Year Goal</p>

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 3</p> <p>Promote and embed Portrait of a Graduate traits within academic and social standards for all K-12 students.</p>	<p>POG Traits referenced 7-12 in JumpRope standards</p> <p>Primaries working on age-level language</p>	<p>K-2 Social Skills Alignment on Report Cards</p> <p>Portrait of a Primary Learner</p>	<p>On Track</p> <p>Multi-Year Goal</p>



PRIORITY AREA 1: Teaching and Learning

Teaching and Learning is structured to provide all students access to high-quality instruction and standards-based content that clearly identifies student learning and supports student growth toward Portrait of a Graduate traits.

Objective 1: Learning Systems

RCPS supports all students in accessing standards-based programming and working towards the Portrait of a Graduate traits by removing barriers to success.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 4 Expand understanding of diversity by intentionally including underrepresented and marginalized voices, histories, and experiences into the curriculum, and interacting respectfully in all teaching and learning.	N/A	Will be prioritized in later year.	Postponed

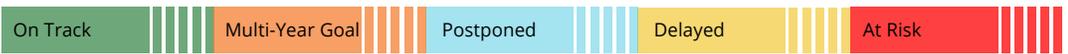
Objective 2: Assessment

Regular assessment embedded in student learning experiences drives instructional decisions and practices.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 1 Adapt and adjust instructional practices (universal for all students) and interventions (targeted and intensive) based on student outcomes and data.	This work is ongoing and will need to be increased through a review of systems and structures.	Professional Development aligned with MTSS, Data Teams, and instruction at all tiers. Will be prioritized year 2-3.	On Track Postponed

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 2 Build, support, and align grade-level and cross-disciplinary team competency and structures for reviewing student data, updating and refining assessments, making instructional changes, and providing robust interventions.	Reviewing practices and resources in buildings as well as drafting an assessment guide for RCPS.	Assessment Guide Professional Development on Data Teams	On Track Multi-Year Goal





PRIORITY AREA 1: Teaching and Learning

Teaching and Learning is structured to provide all students access to high-quality instruction and standards-based content that clearly identifies student learning and supports student growth toward Portrait of a Graduate traits.

Objective 2: Assessment

Regular assessment embedded in student learning experiences drives instructional decisions and practices.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 3 Align and support the role of K-12 teacher leaders and academic coaches to emphasize instructional leadership and develop collective efficacy among all staff.	Revised role to include active participation in the Strategic Plan priority teams.	Revision of teacher leader roles and responsibilities.	On Track  Postponed 

Objective 3: Student Agency

Students are empowered to make informed choices and develop agency throughout their educational journey.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 1 Guide students to take ownership in their educational journey by setting goals and identifying progress through self-assessment of their own learning.	N/A	Will be prioritized in later year.	Postponed 

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 2 Provide timely, accessible, and inclusive school communication for academic and social purposes.	Integrated translation into School Messenger Survey of communication methods being used in the schools	Streamlined communications tools	On Track 

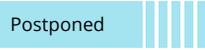


PRIORITY AREA 1: Teaching and Learning

Teaching and Learning is structured to provide all students access to high-quality instruction and standards-based content that clearly identifies student learning and supports student growth toward Portrait of a Graduate traits.

Objective 3: Student Agency

Students are empowered to make informed choices and develop agency throughout their educational journey.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 3 Forge multiple RCPS learning pathways that empower students and generate agency supported by strong community and family partnerships.	N/A	Will be prioritized in later year.	Postponed 

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 4 Proactively build a healthy community by implementing teaching practices and providing resources that align restorative approaches at all grade levels.	N/A	Will be prioritized in later year.	Postponed 



Goals, Objectives, and Strategies



PRIORITY AREA 2

Evolution of Wellness through Inclusive School Communities

Embody a culture of well-being through practices and infrastructure to enhance the physical, social, and emotional health of our students and staff, contributing to the vitality of our school community.

Objective 1 – Students

As RCPS students gain confidence in making healthy lifestyle choices, they enhance their physical, social, and emotional well-being.

STRATEGIES

- Align and promote district-wide consistency when monitoring and responding to social, emotional, and physical needs of students.
- Identify and integrate resources and strategies, especially from health, physical education, and social-emotional learning curriculums, into complementary learning experiences across all content areas.
- Encourage active participation by all stakeholders to support and promote the pursuit of healthy and balanced mental and physical lifestyles.

Objective 2 – Staff

Staff achieve a greater sense of success in their work, encompassing work-life balance, connections and community with students, peers, and the greater community.

STRATEGIES

- Implement a problem-solving framework that encourages collaboration and involves team members in identifying and proposing solutions to challenges.
- Foster a positive and collaborative culture that values diverse perspectives and ideas, and recognizes and appreciates contributions, promoting a sense of belonging.
- Model and promote practices and protocols that encourage work-life balance and healthy lifestyle choices.





Objective 3 – Infrastructure

Students, staff, and visitors to RCPS facilities and programs feel welcome, safe, respected, and represented.

STRATEGIES

- Promote a safe and secure environment for all students, staff and visitors, who lawfully enter upon District property or who travel in District for the purposes of this District.
- Create inclusive and representative physical spaces through both design and commitment to fostering a culture of respect and dignity.
- Promote participation in and access to co-curricular opportunities for all students.
- Raise awareness of and provide opportunities for skill development concerning digital wellness and safety.



PRIORITY AREA 2: Evolution of Wellness through Inclusive School Communities

Embody a culture of well-being through practices and infrastructure to enhance the physical, social, and emotional health of our students and staff, contributing to the vitality of our school community.

Objective 1: As RCPS students gain confidence in making healthy lifestyle choices, they enhance their physical, social, and emotional well-being.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 1</p> <p>Align and promote district-wide consistency when monitoring and responding to the social, emotional, and physical needs of students.</p>	<p>Identified resources and systems in each building supporting SEL, clarifying roles, personnel, and programs in each building</p> <p>Identified inconsistency between primary and intermediate school SEL curriculum</p> <p>Reviewed & revised the RCPS Behavioral Threat Assessment complete.</p> <p>The training focused on the Behavioral Threat Assessment delivered to Admin and new counselors.</p> <p>Work to revise the RCSP Functional Behavior Assessment and Behavior Intervention Plan processes and paperwork has begun with staff representing all buildings/programs</p>	<p>Collaborative meetings with building leaders to align and bring consistency of programs and resources across the district.</p> <p>Create a clarifying document to share with all.</p> <p>Build a list of districtwide expectations of practices focused on SEL.</p> <p>Complete revision of Functional Behavior Assessment and Behavior Intervention Plan processes and paperwork.</p> <p>Create a plan for training focused on the district-wide approach to Functional Behavior Assessments and Behavior Intervention Plans.</p>	



PRIORITY AREA 2: Evolution of Wellness through Inclusive School Communities

Embody a culture of well-being through practices and infrastructure to enhance the physical, social, and emotional health of our students and staff, contributing to the vitality of our school community.

Objective 1: As RCPS students gain confidence in making healthy lifestyle choices, they enhance their physical, social, and emotional well-being.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 2 Identify and integrate resources and strategies, especially from health, physical education, and social-emotional learning curriculums, into complementary learning experiences across all content areas.	N/A	(behavior data?)	Postponed

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 3 Encourage active participation by all stakeholders to support and promote the pursuit of healthy and balanced mental and physical lifestyles.	N/A		Postponed

Objective 2: Staff achieve a greater sense of success in their work, encompassing work-life balance, connections and community with students, peers and the greater community.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 1 Implement a problem-solving framework that encourages collaboration and involves team members in identifying and proposing solutions to challenges.	N/A		Postponed



PRIORITY AREA 2: Evolution of Wellness through Inclusive School Communities

Embody a culture of well-being through practices and infrastructure to enhance the physical, social, and emotional health of our students and staff, contributing to the vitality of our school community.

Objective 2: Staff achieve a greater sense of success in their work, encompassing work-life balance, connections and community with students, peers and the greater community.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 2</p> <p>Foster a positive and collaborative culture that values diverse perspectives and ideas, and recognizes and appreciates contributions, promoting a sense of belonging.</p>	N/A	(behavior data?)	

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 3</p> <p>Model and promote practices and protocols that encourage work-life balance and healthy lifestyle choices.</p>	<p>Collected feedback from the RCPS faculty and staff (231 respondents) on what activities will support a work-life balance.</p> <p>Consolidated, analyzed, and prioritized the suggestions</p> <p>Coordinating three activities for this school year based on the survey.</p>	<p>The team is forming a District-Wide Committee to support ongoing work-life balance initiatives. This committee will focus on promoting wellness by providing sustainable resources and strategies for a healthy work environment.</p> <p>Offer events/activities identified through the survey.</p>	



PRIORITY AREA 2: Evolution of Wellness through Inclusive School Communities

Embody a culture of well-being through practices and infrastructure to enhance the physical, social, and emotional health of our students and staff, contributing to the vitality of our school community.

Objective 3: Students, staff, and visitors to RCPS facilities and programs feel welcome, safe, respected, and represented.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 1</p> <p>Promote a safe and secure environment for all students, staff and visitors, who lawfully enter upon District property or who travel in District for the purposes of this District.</p>	N/A	(behavior data?)	<p>Postponed</p>

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 2</p> <p>Create inclusive and representative physical spaces through both design and commitment to fostering a culture of respect and dignity.</p>	N/A	(behavior data?)	<p>Postponed</p>

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 3</p> <p>Promote participation in and access to co-curricular opportunities for all students.</p>	<p>Discussed and identified suspected barriers</p> <p>Is what we are offering what is appealing to families and children?</p> <p>Created a PreK-2 survey to identify barriers to accessing co-curricular and evening events.</p>	<p>Administer the survey in pilot form</p> <p>Review and analyze the results</p> <p>Revise survey based on feedback</p> <p>Create surveys for the remaining buildings</p> <p>Decide how to report the results of the survey.</p>	<p>On Track</p> <p>Multi-Year Goal</p>



Midyear Status Legend



PRIORITY AREA 2: Evolution of Wellness through Inclusive School Communities

Embody a culture of well-being through practices and infrastructure to enhance the physical, social, and emotional health of our students and staff, contributing to the vitality of our school community.

Objective 3: Students, staff, and visitors to RCPS facilities and programs feel welcome, safe, respected, and represented.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 4 Raise awareness of and provide opportunities for skill development concerning digital wellness and safety.</p>	N/A	(behavior data?)	<p>Postponed</p>



Goals, Objectives, and Strategies



PRIORITY AREA 3

Resources for Success

Secure, cultivate, and sustain resources to empower and uplift a diverse community, fostering an environment of adaptability, collaboration, and critical thinking.

Objective 1 – Staff

Recruit, develop, and retain highly qualified staff committed and connected to the ideals of our Portrait of a Graduate.

STRATEGIES

- Analyze and articulate procedures to recruit and retain diverse and highly effective teachers, staff, and administrators.
- Develop partnerships with the community, create opportunities for students to become RCPS employees, attract professionals to the area, and provide pathways for advancement.
- Provide resources to staff that support their specific areas for growth to include professional development, mentoring/coaching opportunities, and a reflective evaluation system.

Objective 2 – Equitable Resources

Ensure the equitable distribution of resources to support the district's goals.

STRATEGIES

- Develop an annual budget based on Strategic Plan priorities.
- Audit and align our continuum of services to support students with the resources and environment that best meets their needs.

Objective 3 – Infrastructure

Ensure that all facilities, equipment, and infrastructure are properly maintained and support the function of the environment.

STRATEGIES

- Invest in a district-wide infrastructure that focuses on functionality, reliability, school improvement, and innovation.
- Develop plans and protocols to address emerging security, safety, and health needs.
- Leverage technology infrastructure in order to facilitate clear and equitable communication among students, families, and staff.





Priority Area 3: Resources for Success

Secure, cultivate, and sustain resources to empower and uplift a diverse community, fostering an environment of adaptability, collaboration, and critical thinking.

Objective 1: Recruit, develop, and retain highly qualified staff committed and connected to the ideals of our Portrait of a Graduate.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 1 Analyze and articulate procedures to recruit and retain diverse and highly effective teachers, staff, and administrators.</p>	<p>Data Collection Staff Departure Completed</p> <p>All relevant data on staff departures over recent years has been gathered.</p> <p>Trends, common factors, and patterns in staff departures identified.</p> <p>Preliminary insights identify reasons for the departures of staff.</p>	<p>Fall/Winter 2024-2025 Information on Staff</p> <p>Departure will be developed into a report and shared with the superintendent, administration, and committee.</p> <p>Upcoming Data Projects Spring 2025 Survey staff (hired within the last three years) about their motivations for joining Rutland.</p> <p>Survey veteran staff about their reasons for staying in Rutland.</p> <p>Survey new staff (2023) about the effectiveness of the mentor program</p> <p>Compare personnel data to regional, state, and national benchmarks Establish baseline diversity measures for recruitment and retention.</p>	<p>On Track </p> <p>Multi-Year Goal </p>



Priority Area 3: Resources for Success

Secure, cultivate, and sustain resources to empower and uplift a diverse community, fostering an environment of adaptability, collaboration, and critical thinking.

Objective 1: Recruit, develop, and retain highly qualified staff committed and connected to the ideals of our Portrait of a Graduate.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 2 Develop partnerships with the community, create opportunities for students to become RCPS employees, attract professionals to the area, and provide pathways for advancement.	N/A		Multi-Year Goal Postponed

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 3 Provide resources to staff that support their specific areas for growth including professional development, mentoring/coaching opportunities, and a reflective evaluation system.	N/A		Multi-Year Goal Postponed

Objective 2: Ensure the equitable distribution of resources to support the district’s goals.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
Strategy 1 Develop an annual budget based on Strategic Plan priorities.	N/A		Postponed



Priority Area 3: Resources for Success

Secure, cultivate, and sustain resources to empower and uplift a diverse community, fostering an environment of adaptability, collaboration, and critical thinking.

Objective 2: Ensure the equitable distribution of resources to support the district’s goals.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 1</p> <p>Develop an annual budget based on Strategic Plan priorities.</p>	N/A		

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 2</p> <p>Audit and align our <u>continuum of services to support students</u> with the resources and environment that best meets their needs.</p>	<p>School-Level Progress</p> <p>Document Creation: Meaghan Marsh developed the initial document articulating the continuum of services.</p> <p>Refinement: The committee refined and standardized the document framework.</p> <p>Building Contributions: Each school entered relevant information into the document.</p>	<p>Review Process</p> <p>The administration, Wellness Team, and Resources Team will review and validate the data for alignment and language calibration.</p> <p>Team Agreement: The Wellness and Resources Team, along with the administration, reached a consensus on data terms, collection methods, purpose, accuracy, and quality standards.</p> <p>Data Analysis: Evaluate district-wide services to identify and categorize subcategories as needed. This ensures alignment.</p>	



Priority Area 3: Resources for Success

Secure, cultivate, and sustain resources to empower and uplift a diverse community, fostering an environment of adaptability, collaboration, and critical thinking.

Objective 3: Ensure that all facilities, equipment, and infrastructure are properly maintained and support the function of the environment.

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 1</p> <p>Invest in a district-wide infrastructure that focuses on functionality, reliability, school improvement, and innovation.</p>	N/A		

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 2</p> <p>Develop plans and protocols to address emerging security, safety, and health needs.</p>	N/A		

Strategy	Progress Update	Next Milestone(s)	Midyear Status
<p>Strategy 3</p> <p>Leverage technology infrastructure in order to facilitate clear and equitable communication among students, families, and staff.</p>	<p>Survey Development and Distribution:</p> <p>Surveys designed and administered to collect input on communication practices from staff at the building level.</p> <p>Data Submission:</p> <p>Administrators are coordinating the collection and submission of survey data.</p>	<p>Combine survey data from Wellness, Teaching and Learning, and individual building surveys into a unified report.</p> <p>Highlight effective communication practices.</p> <p>Identify gaps and inefficiencies.</p> <p>Insights guide a strategic roadmap for communication improvements across K-12.</p>	

