



**Newtown Public  
School District**

# Strategic Plan 2023-2028



Table of Contents

Welcome letter .....3

Strategic Planning Process .....4

Strategic Planning Process: *At a Glance* ..... 5

Portrait of the Newtown Graduate .....6

Core Values of the Community ..... 8

Statement on Diversity, Equity and Inclusion ..... 10

Strategic Priorities..... 11

    Strategic Priority 1 ..... 13

    Strategic Priority 2 ..... 14

    Strategic Priority 3 ..... 15

    Strategic Priority 4 ..... 16

Continuous Improvement Process ..... 17



# Newtown Public School District

Dear Newtown Community,

I am delighted to present to you our school district's strategic plan. As the Superintendent, I am committed to leading our district in achieving excellence in education, fostering a positive and inclusive learning environment, and preparing our students for success in the 21st century.

At Newtown Public Schools, we believe that every child deserves an exceptional education that equips them with the knowledge, skills, and values necessary for their personal growth and future endeavors. Our strategic plan reflects our collective vision for the future of education in our district and outlines our goals, objectives, and strategies to ensure we provide the best possible educational experience for our students.

This strategic plan was developed through a collaborative and inclusive process involving input from various stakeholders, including students, parents, teachers, administrators, and community members. Their insights, perspectives, and expertise have been invaluable in shaping our vision and guiding our strategic priorities.

The strategic plan focuses on the following key areas:

- Strategic Priority 1: Ensure Stimulating, Engaging, and Challenging Learning Opportunities.
- Strategic Priority 2: Prepare Students for Life Beyond Graduation
- Strategic Priority 3: Hire, Retain, and Develop a Diverse and Exceptional Faculty and Staff
- Strategic Priority 4: Strengthen District, Family, and Community Partnership

Our strategic plan will serve as a roadmap for our district's growth and development over the coming years. We will regularly monitor our progress, assess our achievements, and make adjustments as needed to ensure we remain on track toward our shared vision.

I invite you to explore our strategic plan, which will be available on our district's website. I encourage you to join us in this exciting journey of educational excellence, collaboration, and innovation. Together, we can make a profound difference in the lives of our students and the community as a whole.

Thank you for your ongoing support, dedication, and partnership in providing the best education for our students. I look forward to working with you as we implement our strategic plan and create a bright future for all.

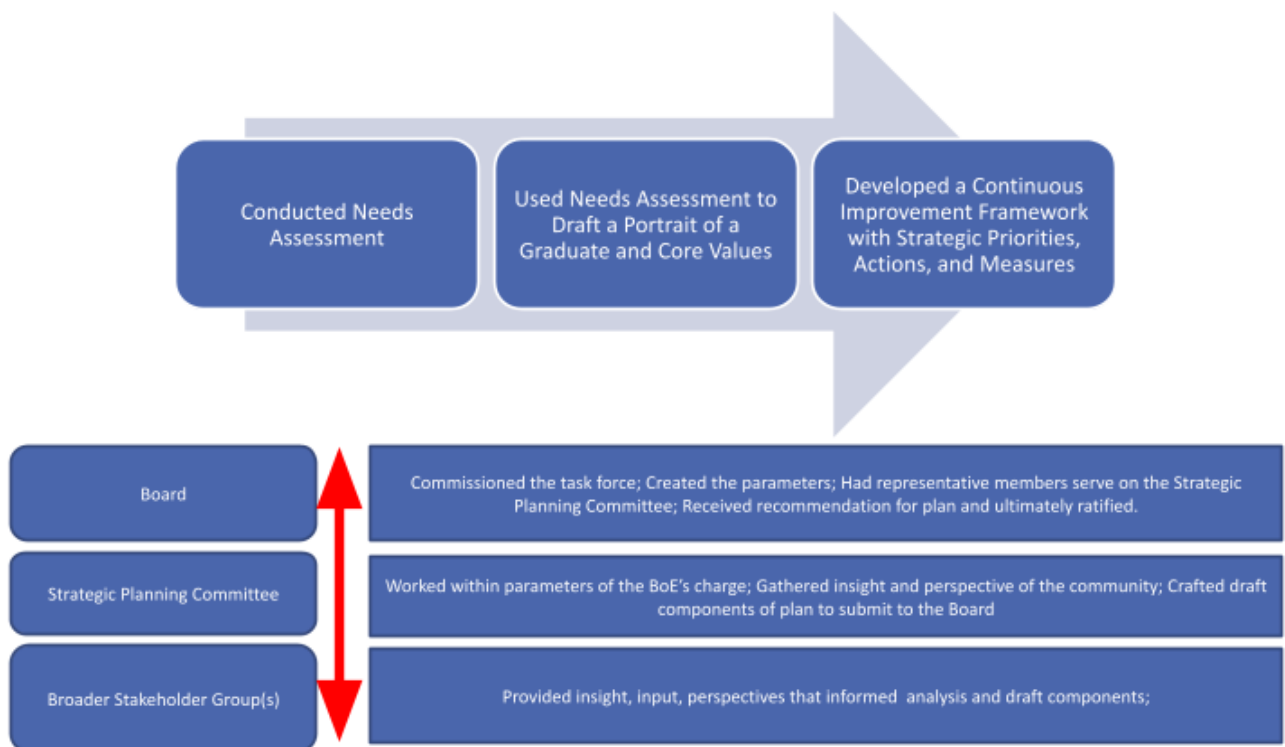
Warm regards,

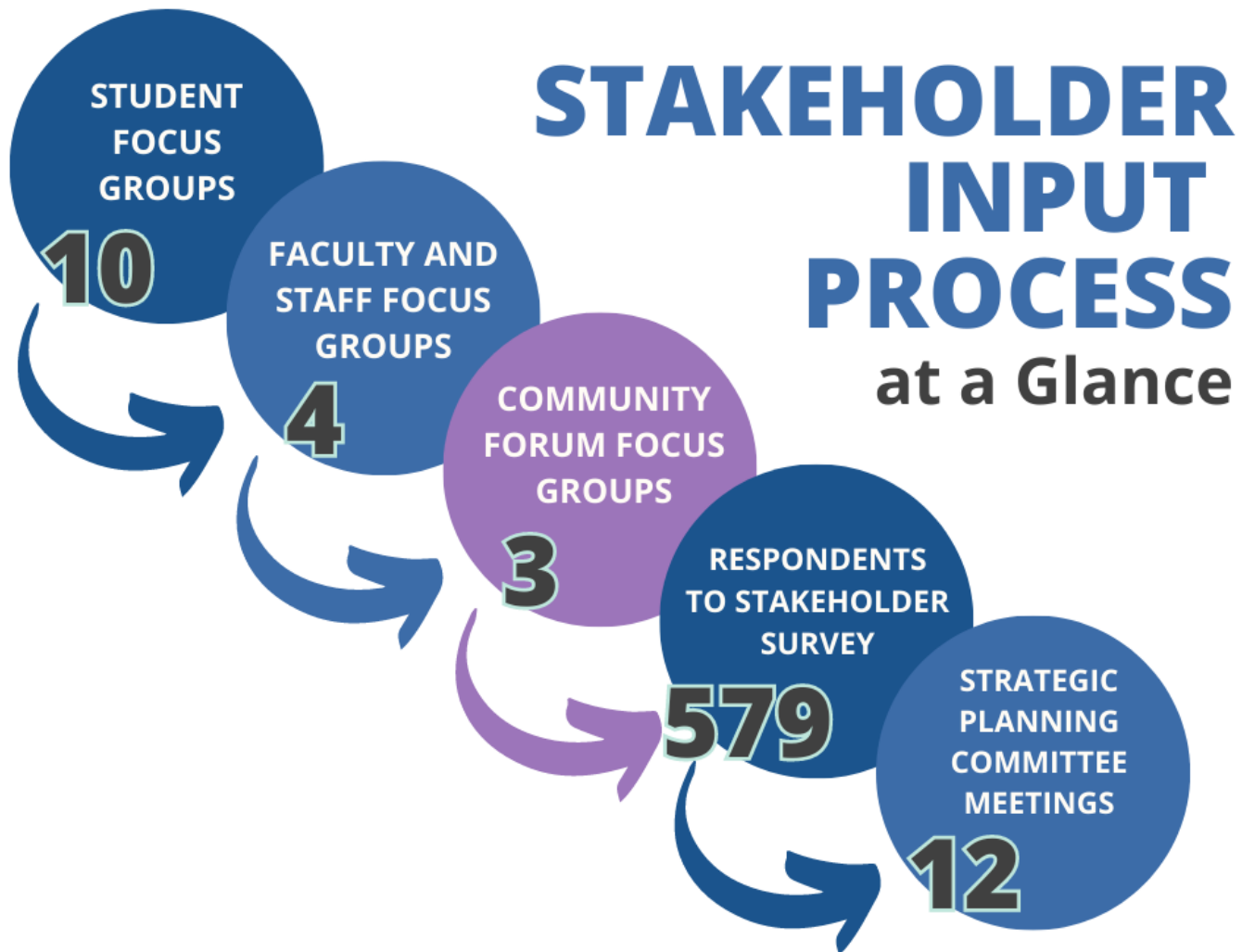
Christopher Melillo  
Superintendent  
Newtown Public Schools



# Newtown Public School District

## Newtown Strategic Planning Process







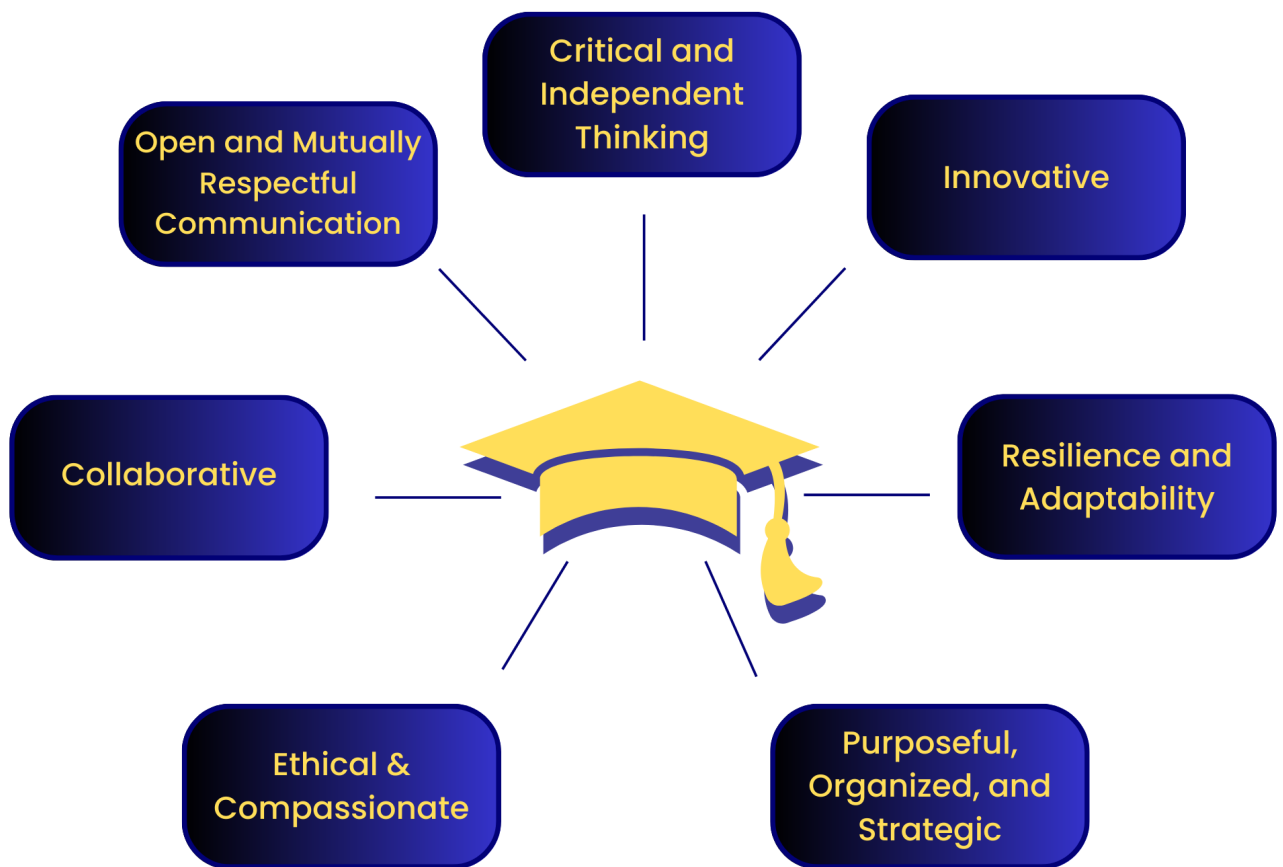
# Newtown Public School District

## Portrait of the Newtown Graduate

| Dimension                                  |  |
|--|--|
| Critical and Independent Thinking          | <ul style="list-style-type: none"><li>• Processes, analyzes, examines, interprets, and evaluates information to form an opinion and make decisions</li><li>• Questions, discusses, and explores varying ideas and viewpoints</li></ul>   |
| Innovative                                 | <ul style="list-style-type: none"><li>• Demonstrates a sense of curiosity</li><li>• Uses imagination to identify novel solutions to existing challenges</li><li>• Explores the unknown</li></ul>   |
| Resilience and Adaptability                | <ul style="list-style-type: none"><li>• Perseveres and adapts to challenges</li><li>• Learns and grows from setbacks and challenges</li><li>• Exhibits flexibility in changing situations</li></ul>  |
| Purposeful, Organized, and Strategic       | <ul style="list-style-type: none"><li>• Identifies and pursues goals</li><li>• Assesses complex challenges and identifies appropriate strategies</li><li>• Monitors progress and adjusts approaches as necessary</li></ul>   |
| Ethical & Compassionate                    | <ul style="list-style-type: none"><li>• Displays empathy and regard for others</li><li>• Fosters a caring community</li><li>• Seeks to understand the perspectives of others</li><li>• Seeks to serve others and the community</li><li>• Acts with integrity in accordance with defined principles</li></ul>   |
| Collaborative                              | <ul style="list-style-type: none"><li>• Works interdependently and respectfully with others to enhance learning and achieve common goals</li><li>• Respects divergent thinking and works with others in productive discussion</li><li>• Partners with others possessing varying backgrounds and experiences</li><li>• Welcomes feedback from others to enhance quality of work</li></ul> |
| Open and Mutually Respectful Communication | <ul style="list-style-type: none"><li>• Listens to and seeks to understand the ideas, thoughts, and opinions of others</li><li>• Articulates ideas effectively in varying modes and media</li><li>• Understands and tailors communications to the audience and the intended purpose</li></ul>  |



## PORTRAIT OF THE NEWTOWN GRADUATE





# Newtown Public School District

## Core Values of the Newtown Public Schools Community

|   | <b>We are committed to:</b>  |
|---|--|
| Respect                                   | Valuing and Maintaining Positive Regard for Others   |
| Inclusion, Belonging, and Diversity       | A compassionate, community-minded climate that embraces and honors the needs and contributions of all. |
| Integrity                                 | Displaying ethical conduct in every decision and practice.   |
| Excellence Through Continuous Improvement | A disciplined, rigorous and dynamic pursuit of improvement for students and staff.                     |
| Innovation                                | Exploring, researching and investigating new solutions and opportunities.                              |
| Collaboration                             | Working together respectfully and supporting each other in pursuit of common purpose.                  |
| Safety                                    | Ensuring the physical and emotional well-being of all.   |





## CORE VALUES





## Newtown Board of Education's Statement on Diversity, Equity and Inclusion

Diversity, equity and inclusion are words that, when used together, describe policies and programs that promote the representations, participation and contributions of different groups of individuals as set forth in [Policy 0523 Equity and Diversity](#) including but not limited to people of different race, culture, religion, mental and physical ability, sexual orientation, or gender expression or identity.

More specifically:

- Schools should be welcoming and supportive spaces for our students.
- Our curriculum should be infused with materials that include diverse authors, protagonists, heroes and historical figures.
- When studying topics in our classroom, our students will learn through multiple lenses and points of view.
- Schools should embrace kindness and diversity. Any form of harassment or bullying based on personal characteristics, as enumerated above, will not be tolerated.
- As educators, we need to provide various perspectives on topics and remain apolitical. To encourage critical thinking, we need to develop learning environments that allow students to identify and understand perspectives provided in the material and related discussions, and to draw their own informed conclusions. That is where true learning occurs.



## STRATEGIC PRIORITIES

01

Ensure Stimulating, Engaging, and Challenging Learning Opportunities Tailored to the Individual Needs of Students

02

Prepare Students to Thrive Post-graduation

03

Hire, Retain, and Develop a Diverse and Exceptional Faculty and Staff

04

Strengthen District, Family, and Community Partnership



# Newtown Public School District

## Strategic Priority 1: Ensure Stimulating, Engaging, and Challenging Learning Opportunities Tailored to the Individual Needs of Students

| Strategic Actions   | Measures of Progress   |
|---|--|
| Making learning experiences that are culturally responsive, rigorous, and personalized.   | <ul style="list-style-type: none"><li>• Learning Walks and other types of non-evaluative classroom visits</li><li>• Annual performance on benchmark assessments</li><li>• Student/Family Survey</li></ul>  |
| Increase opportunities for inquiry-based and student-centered learning that promotes curiosity and student engagement   | <ul style="list-style-type: none"><li>• Student/Family Survey</li><li>• Learning Walks and other types of non-evaluative classroom visits</li><li>• Annual performance on benchmark assessments</li></ul>  |
| Use data and evidence to drive instructional decision making to meet the individual needs of our students   | <ul style="list-style-type: none"><li>• Annual performance on benchmark assessments</li><li>• Number of students receiving interventions- in and dismissed</li><li>• Annual review of data use for driving instruction</li></ul>   |
| Create learning experiences that support students in identifying and understanding perspectives provided in materials and related discussions, and to draw their own conclusions. | <ul style="list-style-type: none"><li>• Learning Walks and other types of non-evaluative classroom visits</li><li>• Annual performance on benchmark assessments</li><li>• Student/Family Survey</li><li>• Non-evaluative classroom visits</li><li>• Analysis of curricular shifts within ongoing curriculum review process</li></ul> |



# Newtown Public School District

## Strategic Priority 2: Prepare Students to Thrive Post-Graduation

| Strategic Actions  | Measures of Progress  |
|--|---|
| Make available to students a variety of resources and options for post high school pursuits.   | <ul style="list-style-type: none"><li>• Exit surveys and interviews (sampling strategy) of graduating seniors</li><li>• College and Career Center participation metrics</li><li>• Student interest survey</li></ul>                             |
| Provide authentic experiences aligned to post-graduate possibilities/opportunities.  | <ul style="list-style-type: none"><li>• Capstone topics for graduating seniors</li><li>• End-of-capstone survey</li></ul>   |
| Create a comprehensive plan to help all students achieve the portrait of the graduate, including an assessment process and consistent with the SEL goals for Newtown Public Schools. | <ul style="list-style-type: none"><li>• Completion of the plan</li><li>• Implementation of plan at school levels</li></ul>  |
| Expand opportunities for students to explore career pathways and to develop marketable skills  | <ul style="list-style-type: none"><li>• Exit surveys and interviews (sampling strategy) of graduating seniors</li><li>• College and Career Center participation metrics</li><li>• Participation rates in career pathway opportunities</li></ul> |



# Newtown Public School District

## Strategic Priority 3:

### Hire, Retain, and Develop a Diverse and Exceptional Faculty and Staff

| Strategic Actions   | Measures of Progress  |
|---|---|
| Analyze climate surveys to identify needs and develop school-specific action steps to address results             | <ul style="list-style-type: none"><li>● Existence of school annual plans</li><li>● Progress toward addressing identified needs</li></ul>  |
| Diversify applicant pool by strategic recruitment   | <ul style="list-style-type: none"><li>● Creation of a comprehensive recruitment system</li><li>● Annual summary of applicant diversity statistics</li></ul>                     |
| Provide mentoring support for all new hires   | <ul style="list-style-type: none"><li>● Annual survey of new teachers and mentors</li><li>● Annual retention rates</li></ul>  |
| Create comprehensive professional development plan to address needs at the individual, school and district levels | <ul style="list-style-type: none"><li>● Professional development priorities articulated in annual improvement plans</li><li>● Professional development impact results</li></ul> |



## Strategic Priority 4: Strengthen District, Family, and Community Partnership

| Strategic Actions   | Measures of Progress   |
|---|--|
| Enhance communications to stakeholders to encourage timely and effective information flow using various methods.          | <ul style="list-style-type: none"><li>● Parent survey results, disaggregated by school</li><li>● Annual communications plan that articulates priorities, strategies and timetables</li></ul> |
| Rebuild district website to optimize communications with stakeholders   | <ul style="list-style-type: none"><li>● Completion and launch of website</li><li>● Website view statistics</li><li>● Participation rates for family programming events</li></ul>             |
| Revitalize family advisory groups at the school and district levels to enhance engagement, problem-solving, and feedback. | <ul style="list-style-type: none"><li>● Articulated charter of advisory groups</li><li>● Parent survey results, disaggregated by school</li></ul>  |
| Build capacity within the district and community to support diversity, inclusion, accessibility and belonging.            | <ul style="list-style-type: none"><li>● Completed needs assessment by consultant.</li><li>● Implementation of recommendations from consultants.</li></ul>                                    |



# Newtown Public School District

## **Newtown Continuous Improvement Process**

The Newtown Public Schools Strategic Plan is a tool to clarify priorities and promote focused and sustained improvement efforts over time. To operationalize the Strategic Plan, NPS will engage in an annual process of study, plan, act, and do.

Each year:

- NPS and the board will review progress from the previous year and identify annual goals in alignment with the Strategic Plan.
- School leadership teams will examine results from the previous year and identify school-based goals in alignment with the Strategic Plan.
- The Communications Committee of the NPS Board of Education will publish highlights of progress aligned with the Strategic Plan.
- The Strategic Planning Committee meets three times per year to review progress, examine data, provide updates to the Communications Committee, and identify necessary adjustments.
- NPS Superintendent will provide the Board of Education updates three times per year in alignment with Strategic Planning Committee Meeting reviews.
- Family Advisory Groups will be invited to board meetings for strategic plan progress updates.