



**Long-Range Plan  
2021-2027**



# Long-Range Plan

"The great danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low and achieving our mark." –Michelangelo

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## **Introduction:**

In the winter of 2021, the Northern Lebanon School District began a collaborative process to develop the district's new Long-Range plan. Stakeholders representing parents, students, community members, staff, board members, and administration engaged in multiple planning sessions in order to create goals that will guide the work of the District through the next five years and beyond. One theme that stood out in surveys and planning sessions is a desire to excel as a District for the benefit of our students. This plan will be a "living" document that not only gives us guidance on our decisions but also allows us to adapt and improve as we work to achieve the goals within.



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### *Our Vision*

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“To Inspire Today and Equip for Tomorrow”

Our vision statement emphasizes our desire for our students to be inspired to learn and achieve through the instruction they receive, the staff that they encounter, and the experiences they acquire during their time at Northern Lebanon. Furthermore, we will equip our students with the skills needed to investigate, think critically, and communicate effectively so that they can accomplish their goals at NL and beyond. Only then can we say that we have successfully educated and prepared our students.

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### *Our Mission*

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It is the mission of NLSD to provide a learning environment that empowers our students to discover and pursue their educational interests and prepare them with solid academic skills to achieve their aspirations and make a positive impact in their communities.



## Long-Range Plan Explanation

This plan guides our work as we align our resources toward accomplishing the goals that are outlined within. The publishing of the plan shows our commitment to these goals and also toward evaluating the progress toward the goals.

Nine main goals were created that align with meeting our Mission and will guide in achieving our Vision. Along with the goals are “Indicators of Success”. These Indicators will be used along with “Action Steps” to establish our work and budget priorities. Each year these will serve as a framework by which to determine the success of the District into the future.

### Key Definitions:

**Goal** – The nine priorities established by the committee of stakeholders to guide the work of the District.

**Indicators of Success** - Created by the committee, these will help us evaluate progress toward our goals. The successful completion of all indicators of success will indicate that the corresponding goal is achieved.

**Action Steps** – Created annually by the Board of Directors, Administration, and Professional staff, these activities will be measurable and provide the specific tasks required for each Indicator of Success.

## Student Profile

As part of the creation of our Vision and Mission statements a survey was distributed to the Northern Lebanon Community. This survey gathered information on the traits that families wanted to be developed in their students.

Each of the characteristics of an NL student represent a key attribute that will be fostered to ensure student success in school and in life.

## Student Characteristics

- I am kind
- I am collaborative
- I am empathetic
- I am a critical thinker and a problem solver
- I have a growth mindset
- I have a global perspective



## Strategic Priorities and Indicators of Success

Alignment of District  
Systems

Community Engagement  
and Communication

Academic Excellence

Student and Family Support  
Dedicated and Talented

Dedicated and Talented  
Staff Committed to Student  
Learning

### Alignment of District Systems

Our primary purpose is to educate all students in an effective and equitable education system. To achieve this, the Northern Lebanon School District long-range plan will use our vision to set goals, allocate resources to the achievement of those goals, and then measure our progress toward reaching our goals. This cyclical process will be the foundation for ensuring continuous improvement in our district.

**Goal #1 - NLSD will develop a vision that is at the forefront when making decisions. This vision will be communicated, evaluated, and adjusted to ensure continuous growth.**

#### Indicators of Success:

- Development of a vision statement that establishes high expectations of success for all students and drives continuous district and school improvement (2020-2021).
- Promotion of the vision statement to all stakeholders and utilization of the vision statement to establish annual district and school goals (2021-2022 and beyond)
- A thorough review and evaluation of data that is reported to stakeholders. Data reported by student groups, grade levels, school, etc.



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- Annual goals established from a review of the long-range plan and data on progress that target continuous improvement in identified areas.



**Goal #2: NLSD will allocate resources, including money, staff, professional learning, materials, and support to schools based on the analysis of data (i.e. attendance, discipline, test scores)**

### **Indicators of Success:**

- Development of an annual process to inform the resource allocation decisions based on a variety of data.
- Coordination of fiscal resources from local, state, and federal programs to achieve the district's goals and priorities.
- Development of procedures for obtaining resources when unforeseen needs arise.
- Communication of annual goals to all stakeholders and align allocation of fiscal resources to accomplishing those goals

### **Community Engagement and Communication**

Northern Lebanon is committed to engaging with the community to inform, partner, and receive feedback on District programs and initiatives. It is important for all stakeholders to have a voice in the education of our students.

**Goal #3: The Northern Lebanon School District will utilize two-way communication with all stakeholders to establish shared responsibility for student learning.**

### **Indicators of Success:**

- The development of a District Communication Plan that addresses communication to all stakeholders and allows for two-way communication (2020-2021).
- Clear and accessible communication of District goals
- Opportunities for stakeholders to provide feedback on District goals and programs.



**Goal #4: The Northern Lebanon School District will actively seek mutually beneficial partnerships with local businesses, employers, community organizations, and other agencies to serve both the district and the community.**



**Indicators of Success:**

- Identification of current District partnerships and potential partnerships.
- Communication of opportunities to community businesses for support of events.
- Establishment of mutually beneficial partnerships that serve both the district and the community.
- The development and implementation of guidelines for mutually beneficial partnerships that serve both the district and the community.

**Academic Excellence**

Northern Lebanon is determined to provide all of our students with a high-quality education that provides opportunities to demonstrate learning in varied and challenging ways. We understand that learning is a complex process and therefore strive to be intentional and responsive to the need of each of our learners.

**Goal #5: NLSD will utilize a standards-aligned K-12 curriculum and rigorous assessments to produce data which is used to improve instruction to meet the needs of our students.**

**Indicators of Success:**



- Consistent use of high-quality, standards-aligned curriculum and instructional materials in all K-12 content areas through the utilization of a District approved curriculum cycle.
- Development and utilization of rigorous, standards-aligned assessments in all content areas K-12.
- Analyzation of local and state assessment data and discuss with central office and school staff to assist in developing for long term planning.



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**Goal#6: NLSD will monitor the effectiveness of instructional strategies and programs to ensure all students have access to high quality instruction.**

### **Indicators of Success:**

- Programs and instructional strategies will be evaluated to identify strengths and weaknesses in relation to student achievement
- Professional development and goal setting will be aligned to targeted needs of the students, staff, and schools.
- Resources will be allocated to the goals of the District in order to provide support to staff and schools.
- Administrators will conduct frequent walk-throughs and will focus conversations on teacher, building, and District goals.

**Goal #7: NLSD will strive for continuous improvement of instructional leaders, processes, and procedures that focus on the use of data and student achievement goals.**

### **Indicators of Success:**

- Annual goals will be established to target student achievement based on the analysis of data.
- Professional development/learning will be aligned to the annual goals of the District.
- Instructional leaders will communicate and exemplify a shared vision focused on continuous improvement.
- NLSD will support instructional leaders in their efforts to achieve continuous improvement in the area of academics.
- Administration will support the growth of instructional leaders improving instructional practices through feedback, coaching and professional development to positively impact student achievement.
- Resources and training will be provided to staff on data analysis and its use to improve curriculum and instruction.







## Student and Family Support

Northern Lebanon recognizes that in order for students to effectively learn, obstacles may arise that students and families must overcome. The District is committed to help support students and families so that they feel connected to their school and are able to reach their learning potential.

**Goal #8: The Northern Lebanon School District will create a system to coordinate and monitor supports aligned with students' and families' needs.**

### Indicators of Success:

- Supports and procedures are provided to improve student attendance.
- Supports and procedures are provided to improve student behavior.
- A system of tiered supports and interventions for student academic needs that covers elementary and secondary levels.
- Supports and procedures are in place to provide services to meet students' mental health and health and wellness needs.
- The creation of more district-wide opportunities for students, families and staff to positively connect and interact within and outside of the school day in order to promote a positive school culture.


### Dedicated and Talented Staff Committed to Student Learning

Northern Lebanon strives to be an employer with high retention and a welcoming culture for all employees. Staff are committed to being life-long learners and our development as a District as well as individually is an important part of achieving our goals.

**Goal #9: The Northern Lebanon School District will create a comprehensive hiring process (for all employees) that includes practices for the district to utilize during the interview process, the induction program, and focuses on the retention of employees.**

### Indicators of Success:

- The development of a hiring process that utilizes multiple levels of screening and interviews.
- Analyze and improve the induction program to ensure comprehensive trainings in all areas of need and that support for new teachers is a multiple year process. This plan should ensure newly hired staff know their obligations to retain certification
- Develop relationships with local colleges and universities like LVC, Millersville, Penn State, Shippensburg, etc.
- Provide opportunities for veteran teachers to work with new teachers and for all staff to get to know one another through team building exercises.



Specific action steps will be created annually to support the various tasks the District will undertake in the next few years in order to achieve our goals. At the end of each year we will review the completion of these action steps and provide the results to the community. Throughout the year, the Board of Directors will be updated on progress and adjustments will be made to the action steps if needed. The District will publish these on the Long-Range Plan section of the website as well.

How do we know we are  
making progress?

## Example of Actions Steps

Every goal that is set by the District is supported by action steps. These action steps represent the work at the school and district level that will take place to meet the goals of the district. Below is an example. All action steps will be posted on the district website and evaluated every year.



**Goal #8: The Northern Lebanon School District will create a system to coordinate and monitor supports aligned with students' and families' needs.**

### Indicator of Success:

- Supports and procedures are in place to provide services to meet students' mental health and health and wellness needs (2021-2022 school year).

### Action Steps:

- The district will develop a tiered system of supports that relate to the student's overall mental health and physical health and wellness needs.
- Training on mental health and reporting procedures will be conducted.
- The district will develop a mentorship program for students.
- Training on evaluating a student's entire environment (family, basic needs)
  - IU-13 Training
  - SAP Training
  - Teacher driven trainings (committee)
- Support for teachers to identify concerns/steps taken
  - Procedures/Systems put in place for teachers to use when concerns arise.
  - Notification system
    - Working document of what has been done that can update all staff
    - One system for student data
- Brainstorming and implementation of ways to develop better connections (district and/or school)

## THANK YOU:

Developing a long-range plan requires a lot of time and input. NL would like to thank all the members of the committee for their feedback and willingness to develop a document that guides us as a District for the next several years. Below are the volunteers that contributed to this important document:

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