CARMEL CLAY SCHOOLS
TOGETHER WE ACHIEVE

STRATEGIC PLAN

2022-2025

DEFINING THE STRATEGIC PLAN

▶ Communicate the organizational and departmental goals for the next three years

▶ Provide strategies for implementing goals and guideposts for measuring achievements

▶ Strategic Plan is an overview of the top-level objectives - departmental priorities may shift based on current needs

GUIDING PRINCIPLES

Students are at the center of every decision.

A safe, non-threatening learning environment is essential.

Students' academic, social, emotional, and physical needs must be addressed.

Students and employees excel when held to high personal standards and expectations.

High-quality employees are vital to the success of our organization.

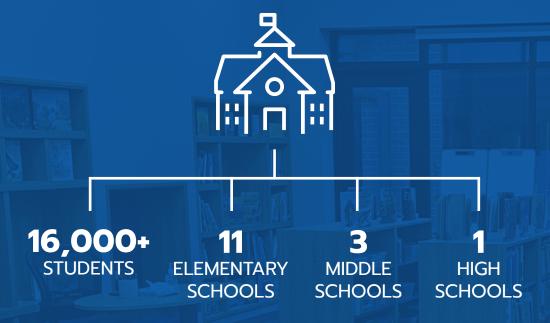Effective teaching and learning requires continuous improvement.

Diverse opportunities benefit all students.

Open and transparent communication maintains stakeholder trust.

Parent and community involvement enhances student learning.

Fiscal responsibility is fundamental to achieving our vision.

16,000+
STUDENTS

11
ELEMENTARY
SCHOOLS

3
MIDDLE
SCHOOLS

1
HIGH
SCHOOLS

11 NATIONAL BLUE RIBBON AWARDS

100% STEM Course Engagement K-8

34 AP Courses, 85% of AP Exams Scores 3 or Higher

"A" rated School by the IDOE

56 National Merit Semifinalists in 2023

98% Graduation Rate, 54% Earned Indiana Academic Honors Diploma

181 STATE CHAMPIONSHIPS

STUDENT ATHLETES AVERAGE 3.7 GPA

MISSION

Carmel Clay Schools will provide opportunities for all students to realize their potential in an ever-changing world.

STUDENT LEARNING

▶ Ensure all students have rigorous and differentiated learning opportunities with an enhanced focus on literacy, mathematics, and career/technical programming to meet individual needs and have the necessary skills and abilities to be college or career ready

▶ Integrate authentic assessment measures to ensure greater relevance for students, promote achievement, and accurately communicate what students have learned

▶ Strengthen student engagement and close achievement gaps by ensuring students have access to rigorous content and the support needed to be successful

STUDENT SUPPORT

▶ Ensure all students experience a safe and supportive environment that is responsive to the needs of each student

▶ Ensure all students' social and emotional needs are met and supported

▶ Ensure access to mental health support for students and families

▶ Serve as a resource for families with school concerns or in need of assistance

EMPLOYEE GROWTH & SATISFACTION

▶ Creatively recruit, hire, onboard and retain a diverse and premier staff

▶ Implementation of a new talent development evaluation system for teachers

▶ Provide enhanced professional development and training for all staff

▶ Continue a positive relationship with the Carmel Teachers' Association

ENHANCED OPERATIONS

▶ Continuous improvement and refinement of daily operations

▶ Flexible long-term financial planning

▶ Long-term planning of maintenance, design, and physical improvement of facilities

▶ Enhancement of technology services, cybersecurity, data privacy, and communication processes

STUDENT LEARNING

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Carmel Clay Schools is preparing students for the future. Our students will need to be prepared for jobs not yet created, to tackle unimagined societal challenges, and to use technologies that have not yet been invented. We must equip students to thrive in an interconnected world where they seek to understand and appreciate different perspectives and worldviews, interact respectfully with others, and take responsible action towards sustainability and collective well-being.

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STUDENT LEARNING

✓ Ensure all students have rigorous and differentiated learning opportunities with an enhanced focus on literacy, mathematics, and career/technical programming to meet individual needs and have the necessary skills and abilities to be college or career ready

✓ Integrate authentic assessment measures to ensure greater relevance for students, promote achievement, and accurately communicate what students have learned

✓ Strengthen student engagement and close achievement gaps by ensuring students have access to rigorous content and the support needed to be successful

KEY MEASURES

1. Formative and summative assessment data

2. Program evaluation research and findings

3. Curriculum development responsive to findings

4. Development and evaluation of assessment strategies and outcomes

5. Development of systems to monitor achievement, identify gaps, to provide early intervention and re-engagement

▶ Systematic instruction in phonological and phonemic awareness

▶ Implement structures for responsive instruction in literacy

▶ Complete a K-12 math program evaluation

▶ Conduct research and training in authentic assessment practices

▶ Establish a strong data culture that ensures the use of data to inform instruction and planning

▶ Develop a system of using multiple data points to early identify students who may need additional support to be successful

▶ Provide professional development for staff to ensure identity-safe learning environments to increase student engagement

STUDENT SUPPORT

> To succeed academically, students must feel safe and welcomed in their schools. Carmel Clay Schools strives to provide a positive learning environment where all students feel physically and emotionally safe. This layered approach includes strengthening student connections, access to mental health services, and equity and inclusion initiatives. Safety strategies include updates to building security, staff and student trainings, and the presence of a certified School Resource Office in every building.

STUDENT SUPPORT

☑ Ensure all students experience a safe and supportive environment that is responsive to the needs of each student

☑ Ensure all students' social and emotional needs are met and supported

☑ Ensure access to mental health support for students and families

☑ Serve as a resource for families with school concerns or in need of assistance

KEY MEASURES

1. Monthly drill tracking

2. Staff and student training cycles

3. Implementation of full-time SRO in every school

4. Contracted Mental Health service data trend analysis and refinement

5. StopIt App anonymous tip-line data output

▶ Continuous improvement of the CCS Safety Plan

▶ Staff, student, and parent training on safety protocols

▶ Implementation and training of fully-staffed SRO unit

▶ Access Control enhancements

▶ Refinement of technological safety enhancements

▶ Equity training and initiatives for staff

▶ Monitoring and refinement of contracted mental health services

▶ Pandemic recovery - mental health and behavioral supports

▶ Suicide prevention training and response protocols

▶ Development of formal processes for collaboration with local agencies to improve outcomes for students facing adverse life circumstances

EMPLOYEE GROWTH & SATISFACTION

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Carmel Clay Schools serves more than 2,400 employees and aims to create a work environment where employees feel valued and supported. This is evident with CCS boasting one of the highest retention rates among teachers in the state of Indiana. Not only is CCS a destination district for families with children; many employees seek out opportunities to grow their own careers in one of the highest rated and most supported school districts in the Midwest. CCS deploys numerous recruitment strategies that provide diverse pipelines of candidates to serve our students and community. Our staff services department looks to put the "human" in human resources while providing opportunities for professional and personal growth. Our comprehensive benefits focus on physical, mental, social and financial health so our staff can concentrate on what is most important, the students of CCS.

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EMPLOYEE GROWTH & SATISFACTION

☑ Creatively recruit, hire, onboard and retain a diverse and premier staff

☑ Implementation of a new talent development evaluation system for teachers

☑ Provide enhanced professional development and training for all staff

☑ Continue a positive relationship with the Carmel Teachers' Association

KEY MEASURES

1. Applicant tracking data

2. Exit interviews

3. Customer service feedback

4. Training system data compliance

5. Spiral review of policy, processes, and procedures

6. Market surveys

- ▶ Cultivating teacher pipelines - partnerships with universities
- ▶ Recruitment at Historically Black Colleges and Universities
- ▶ Targeted messaging to employee candidates
- ▶ Expanded use of Applicant Tracking System
- ▶ Enhanced marketing and promotion of CCS as an employer
- ▶ Targeted job fair recruitment
- ▶ The enhanced and efficient onboarding process for new employees

- ▶ CTA collaboration in bargaining and teacher handbook review

- ▶ Evaluation training for staff and supervisors

- ▶ Specialized professional development as needed

- ▶ Continued refinement of compliance training processes

- ▶ Processes to ensure an identity-safe workplace

- ▶ Talent development evaluation system

- ▶ Wellness Center & benefits promotion

- ▶ Continuous improvement of customer service

ENHANCED OPERATIONS

> Facility renovation needs are determined by either physical or programmatic requirements. Buildings have a lifecycle, including mid-cycle and major renovations, thus needs can be anticipated and are ongoing. A major project approach, rather than undertaking projects on a piecemeal basis, is the most cost-effective use of taxpayer funds. Anticipating facility needs and addressing them on a regular schedule provides the opportunity to structure a level tax rate, which is fair to taxpayers.

ENHANCED OPERATIONS

☑ Continuous improvement and refinement of daily operations

☑ Flexible long-term financial planning

☑ Long-term planning of maintenance, design, and physical improvement of CCS facilities

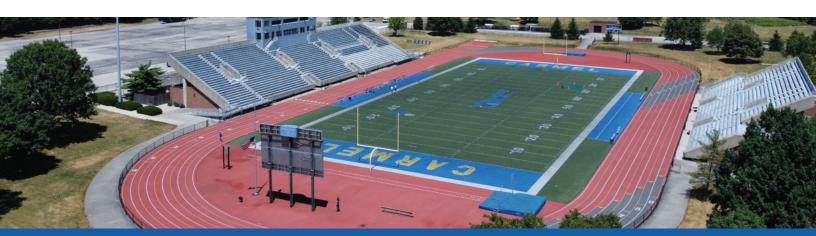☑ Enhancement of technology services, cybersecurity, data privacy, and communication processes

KEY MEASURES

1. Semi-annual reporting of short and long-term building projects

2. Monthly financial data reporting

3. Quarterly Wellness Center data review, analyzing participation and benchmark data

4. Monitoring of "savings" from wellness initiatives

5. Progress monitoring toward "Trusted Learning Environment" standards

6. Analytics data and feedback on communications and website usage

► Carmel High School Projects

- Fine Arts - addition and renovations

- Natatorium - addition and renovations

- Stadium Complex - new activity center, renovation of stadium and tennis complex

- Polytech - addition

► Cybersecurity — Continue hardening and strengthening our network environment, staff training, and implementation of security expert recommendations in real time

► Trusted Learning Environment (TLE) — Our new Data Privacy Specialist will lead our application for the TLE, implement an EdTech effectiveness system, and refine our privacy practices and policies

► Review of communication products — Analyze communication pathways for effectiveness, train staff on best practices of school-to-home communications, and enhance family engagement through various web resources

- ▶ In response to need, increase mental health and physician services

- ▶ Increase Wellness Center participation

- ▶ Increase Fitness Center participation

- ▶ Expand financial well-being services

- ▶ Identify "Centers of Excellence" for specific major medical issues

- ▶ Maintenance of cash balance metrics in various funds

- ▶ Continue to maintain a level tax rate

- ▶ Manage debt service metrics

- ▶ CTA collaboration and bargaining of 2023-2025 Teachers' Agreement

- ▶ Continual improvement of our culture of employee wellness

- ▶ Operating Referendum renewal

- ▶ Further refinement of internal controls

- ▶ Implementation of an automated time and attendance system