

SCHOOLS OF SUCCESS

AT



We Are Your Schools



MASTER PLAN

JUNE 2023

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May 15, 2023

To the Ford Next Generation Learning Committee:

As Fort Wayne, Indiana and surrounding areas are building a nationally recognized and growing economy, Fort Wayne Community Schools (FWCS) wants to ensure all students are prepared for the ever-changing and expanding workforce demands. FWCS' mission is to *educate all students to high standards enabling them to become productive, responsible citizens*; furthermore, we want all students to have the knowledge, skills and abilities to succeed the Monday after graduation.

FWCS is continuously developing partnerships with community organizations, businesses and post-secondary institutions. By partnering with Ford Next Generation Learning and using their framework and roadmap, FWCS is seeking new and strengthening current stakeholder relationships in order to provide students with relevant experiences to ensure students are college and career ready.

Fort Wayne Community Schools, supported by regional partners, will empower all students to reach their potential through equitable and relevant community-connected experiences. We are excited to launch the Schools of Success in all five high schools in the Fall of 2024. By launching the Schools of Success at Fort Wayne Community Schools, we are ensuring all students will:

- Participate in small learning communities;
- Engage in work-based learning opportunities;
- Have opportunities to participate in meaningful job shadowing and internship opportunities (internal and external);
- Develop strong partnerships with business and industry professionals across Allen County;
- Follow their career passion in a designated pathway;
- Understand the connections between the classroom and workplace; and
- Have a new excitement for learning

We are delighted for the opportunity to partner with Ford NGL and use a strategic framework and roadmap that will positively impact all students in pre-K through 12th grade. This transformational process has allowed more than 200 FWCS staff, community and business partners, parents and students to create a new vision that focuses on a "Portrait of an Explorer" (grades K-5), "Portrait of a Connector" (grades 6-8), and "Portrait of a Graduate" (grades 9-12) and develop a detailed Master Plan ready for implementation.

A special thank you to all who have participated in this journey and all who will continue to work with us as we bring this plan to life. We look forward to the future this will create for our students, families and greater community in the years to come.

Sincerely,



Dr. Mark Daniel, Superintendent

Executive Summary

During the Summer of 2022, Fort Wayne Community Schools (FWCS), with the support of Central Indiana Educational Service Center (CIESC) and the Indiana Department of Education, committed to embrace the Ford Next Generation Learning (NGL) framework and began navigating the phases of its RoadMap with the guidance of a dedicated Ford NGL coaching team. This work was distinctly aligned with the Indiana Graduates Prepared to Succeed (GPS) characteristics:


- Academic mastery
- Career and postsecondary readiness (credentials)
- Communication and collaboration
- Work ethic
- Civic, financial and digital literacy

Furthermore, the Ford NGL framework positioned FWCS to add value to existing pathways and create new opportunities that align with the regional workforce. The strategic master planning process invigorated students, staff, teachers, building administrators, district administrators, the FWCS Board of Trustees, community partners and parents to collaborate and prepare for scalable pathways that are equitable for all students.

By mobilizing stakeholders both internally and externally, stakeholders from diverse sectors identified career awareness and exploration experiences for all K-8 students to be established and implemented over the next several years. High school students will be exposed to career pathways that will afford them opportunities to participate in job shadowing, internships, and capstone classes, which will equip them to earn industry-recognized and/or certifications prior to graduation.

In Fall 2022, 10 FWCS administrators and one community partner engaged in the Akron in Action Study Visit, a Ford NGL designated district. The visit provided the team with an opportunity to get a first-hand view of a district that has taken pockets of excellence and scaled them district-wide. This visit also afforded the participants a better understanding of increasing the value of every student's high school diploma. Akron in Action was a transformative experience to undergird the understanding of how a "community-connected" approach can increase the value of a diploma and ensure that every student is prepared to enroll in a college, be employed in a viable career, or enlist in the military after high school.

Immediately following the Akron in Action Study Visit, more than 200 businesses, community leaders, post-secondary institutions, parents, students and educators across FWCS assembled to take the first steps of engaging in a transformative process that will not only educate all FWCS K-12 students to high standards but equip them with 21st Century skills needed for the workforce, community, and ever-changing world.



Led by three consultants from Ford Next Generation Learning, the initial phase of “Exploration” began in October 2022 and continued over several consecutive months as the stakeholder moved through the “Envision” and “Planning” phases of the Roadmap. During two of the master planning sessions, 11 tactic teams collaborated to develop a written plan that would serve as a guide for implementing future work of their designated tactic. The team’s plan encompassed strategies, action steps, timelines, responsibilities, and deliverables.

This work culminated in developing the Schools of Success at FWCS and finalizing a Master Plan. The Master Plan will guide the district’s Action Initiative Plan to implement wall-to-wall Freshman Schools of Success in all five FWCS high schools and have themed schools within a school focused on careers that are in high demand. These three themed schools will offer various pathways under three “schools within a school” umbrella:

- Health Sciences and Human Services
- Engineering, Manufacturing and Trades
- Business, Technology and the Arts

The “schools within a school” provides students with a small learning community focusing on their selected career pathway. Teachers, counselors, administrators, business partners, and post-secondary institutions will collaborate and provide college and career support for the small learning environments. Students will have grade-level experiences that better prepare them for post-secondary success.

The Schools of Success at FWCS will officially launch in August 2024 at all five high schools: North Side High School, Northrop High School, Snider High School, South Side High School and Wayne High School. In August of 2025, each high school will have wall-to-wall, career-themed schools within a school. The Master Plan will guide the district to ensure consistent collaboration and implementation for each cohort and provide all stakeholders with the necessary professional learning to support students on their academic journey.

This district will continue to work with internal and external stakeholders to ensure a continuous cycle of improvement for each cohort. The Schools of Success will be a transformative experience for students, the district, and the wider community. This process will aid in supporting the talent pipeline and students learning from and contributing to the community. This work will be ongoing, and the Master Plan will serve as a living document to guide the work.

INTRODUCTION

Fort Wayne is the second-largest city in the state of Indiana, and the hub of Northeast Indiana. Fort Wayne is located in Allen County, the largest county in Indiana. As of 2023, Fort Wayne's population is 266,946 with a growing rate of 0.38% annually and its population has increased 1.16% since the most recent census population of 263,886 that was recorded in 2020.

Allen County has four school districts:

- East Allen County Schools
- Fort Wayne Community Schools
- MSD of Southwest Allen County
- Northwest Allen County Schools

Fort Wayne Community Schools (FWCS) *educates all students to high standards enabling them to become productive, responsible citizens.* FWCS is the largest and most diverse district in Allen County and has been a vital part of Fort Wayne for more than 160 years with a long track record of success. Comprised of 52 schools, 4,000 staff members and nearly 29,000 students, the district has grown along with the wider community. The district has a nearly 90% graduation rate and prides itself in the diversity both in the student body and in the programs that are offered. There are more than 70 languages spoken across the district. Diverse engagements equip students with global competence and skills to engage with the world.

Fort Wayne Community Schools has something for everyone, including world-class academics, championship-winning athletic teams, successful arts programs, real world work experience with local businesses, and countless clubs and activities.

52 SCHOOLS

- 2 Early Learning Centers (Pre-K – Kindergarten)
- 30 Elementary Schools
- 1 Intermediate School (1-8)
- 10 Middle Schools (6-8)
- 5 High Schools (9-12)
- 1 Virtual School (4-12)
- 1 Alternative School (6-12)
- 1 Career & Technical School (11-12)
- 1 Innovation Lab (11-12)

2022-2023 ENROLLMENT AND INDICATORS

Indicator	District
Total Number of Students	28,645
Number of Schools	52
Number of High School Students	8,436
Number of Middle School Students	6,289
Number of Pre-K – 5 th Grade Students	13,920
Allen County Juvenile Center/Transfers Out	19
American Indian/Alaskan Native	<1%
Asian	6%
Black	25%
Hispanic	21%
Multi-Racial	10%
Native Hawaiian/Other Pacific Islander	1%
White/Caucasian	37%

Fort Wayne Community Schools and the wider-community understands the importance of having graduates who are prepared to be the next generation of business leaders, entrepreneurs, educators, and responsible citizens. Towards these ends, intentional partnership and collaborative structures will serve as a foundation for the Schools of Success at FWCS where students can engage in project-based and collaborative hands-on learning. Students will learn in the classroom and in the community as they participate in job shadowing, internships, college fairs, career fairs and other college and career programs.

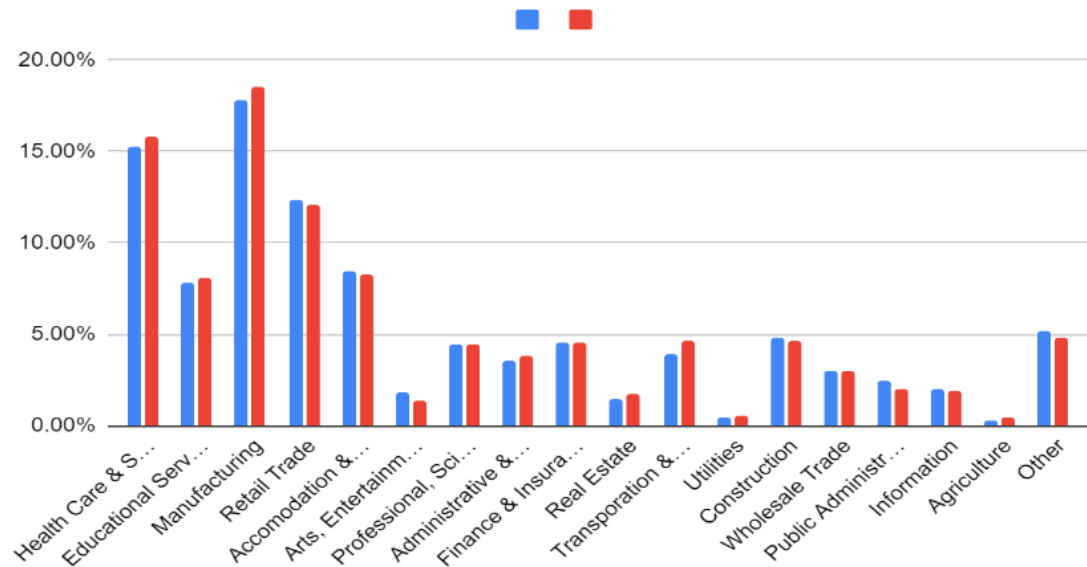
FWCS and the wider community are committed to creating a transformative learning experience for all pre-K-12 FWCS students. All students will be equipped with the knowledge, skills, abilities and confidence to succeed in college or in a viable career.

As Fort Wayne, Allen County and Northeast Indiana continue a period of rapid growth and transformation, FWCS, supported by regional partners, will empower all students to reach their potential through equitable and relevant community-connected experiences. According to Greater Fort Wayne, Inc., the current target industries in Fort Wayne, Indiana are as follows:

Market Analysis	
Specialty Insurance	Logistics and E-Commerce
Medical Devices and Tech	Food and Beverage
Headquarters, Office and IT	Military and Defense
Automotive Technology	Advanced Materials

The most recent [Target Industry Study](#) for Northeast Indiana is from 2016.

According to the [Bureau of Labor Statistics](#), Fort Wayne has seen growth (or decline) across various industries between 2015 (blue) and 2020 (red).



According to the Northeast Indiana Regional Partnership, we can look at both the largest jobs by occupation and top industries by job to gain a better understanding of the current climate of the county workforce.

LARGEST JOB COUNTS BY OCCUPATION

Occupation	Market Size
Office and Administrative Support	13.15% (24,207)
Sales	12.33% (22,685)
Executive, Managers and Administrators	9.4% (17,303)
Production Workers	7.55% (13,900)
Food Preparation/Serving	6.24% (11,458)

[Data from Northeast Indiana Regional Partnership.](#)

TOP INDUSTRIES BY JOBS

Industry	Jobs	Establishments
Manufacturing	24,619	667
Retail	24,040	1,867
Healthcare & Social Services	21,431	1,680
Education	16,702	319


[Data from Northeast Indiana Regional Partnership.](#)

In the past couple of years, there have been vital reports and studies released that help project the future focuses and direction for the city and county.

In 2022, Greater Fort Wayne Inc. released the [Allen County Together \(ACT\)](#) plan which is considered the blueprint for building a nationally recognized economy. It focuses on three key pillars:

1. **High Growth:** Accelerate the creation of quality spaces in Fort Wayne-Allen County's commercial, industrial, and mixed-use business districts to attract new jobs, investment, and a strong positive immigration of talent from outside Indiana.
2. **Innovative:** Develop a robust network of entrepreneurial support organizations, access to capital, real estate, research and development, and creative and artistic talent to fuel growth in technology-driven companies.
3. **Inclusive:** Develop a robust network of entrepreneurial support organizations, access to capital, real estate, research and development, and creative and artistic talent to fuel growth in technology-driven companies.

In 2023, Allen County and the City of Fort Wayne launched the [All in Allen Comprehensive Plan](#) as a crucial piece to our county's success. All in Allen will be a blueprint to guide community development for the next 20 years.



Emerging Industry Trends: In addition to the localized context, the Schools of Success model takes into consideration overall emerging industry trends that influence potential future growth areas in Indiana.

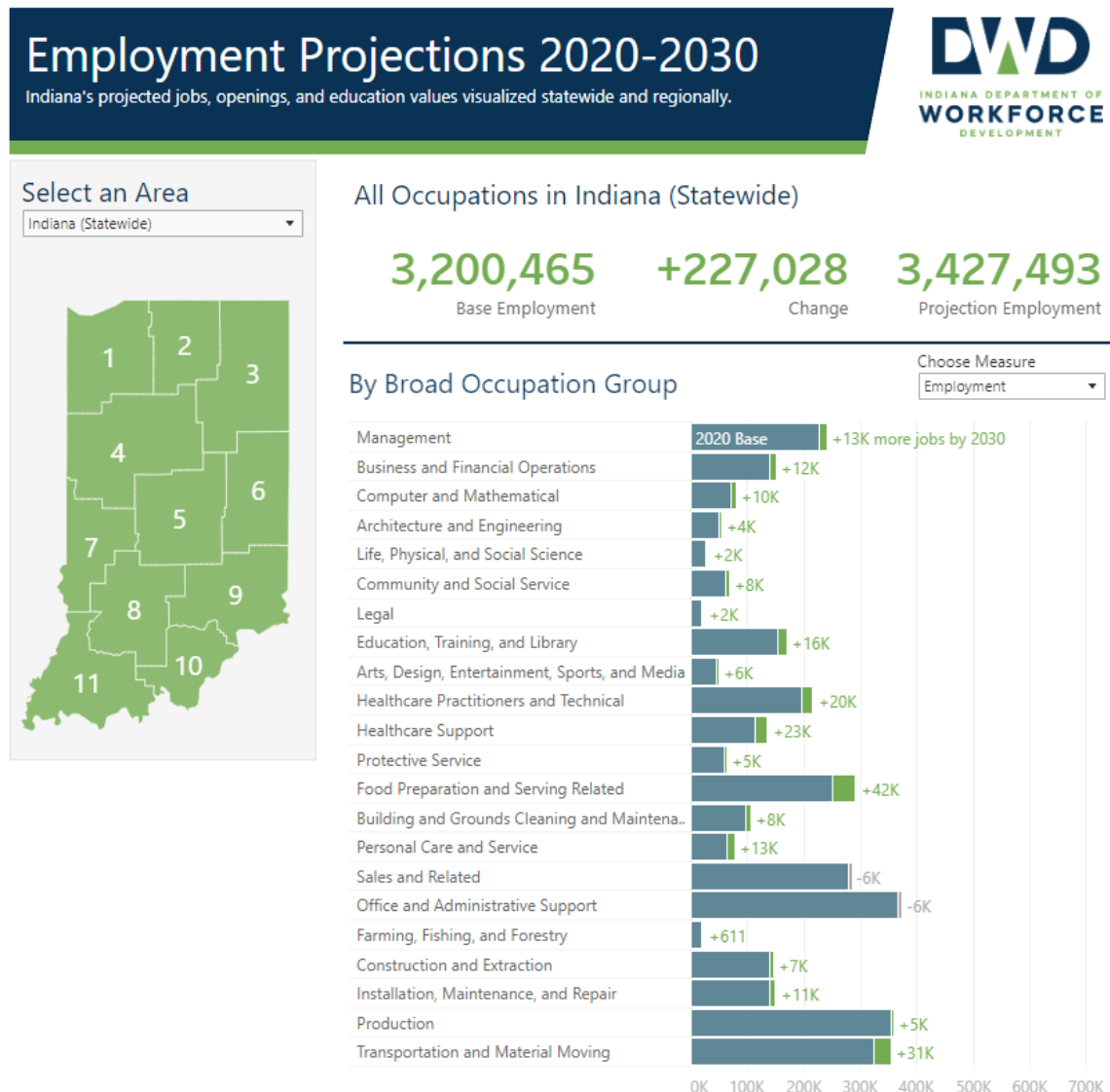
The Indiana Department of Workforce Development's [INDemand](#) jobs database provides a valuable insight into what jobs are considered high-demand and high-waged based on future growth. The following occupations receive the highest (5 flames) ranking:

- Accountant & Auditors
- Computer Systems Analysts
- Construction Managers
- Electricians
- Financial Managers
- First-Line Supervisors of Production and Operating Workers
- General and Operations Managers
- Industrial Engineers
- Industrial Machinery Mechanics
- Industrial Production Managers
- Lawyers
- Machinists
- Management Analysts
- Medical & Health Services Managers
- Nurse Practitioners
- Sales Representatives
- Software Developers
- Software Quality Assurance Analysts & Testers

As we enter a new phase of workforce development, it is vital to pay attention to what trends are emerging in new and upcoming industries. According to Techpoint, in 2022, Indiana saw the second largest growth in tech industry at an 8.4% increase. Emerging technologies across industries (from agriculture to artificial intelligence to tech start-ups) will play a vital role in determining what pathways are aligned to the future direction of the state.

The Department of Workforce Development also indicates projected growth across various industries between 2020-30. It is clear that this data is in alignment with local projections.

As the workforce needs continue to shift and evolve, FWCS will collaborate with business partners, postsecondary industries and the wider community to ensure students are prepared to meet the needs of the indicated future employment projections.



LOCAL
POSTSECONDARY
INSTITUTIONS

INDIANA**TECH**



INDIANA UNIVERSITY
FORT WAYNE



PURDUE
UNIVERSITY
FORT WAYNE



POSTSECONDARY INSTITUTIONS

Local Colleges and Universities	Undergraduate Enrollment
Indiana Tech	6872
Indiana University Fort Wayne	913
Ivy Tech Community College	4638
Purdue Fort Wayne	4940
University of Saint Francis	1753
Local Colleges and Universities	Graduate Enrollment
Indiana Tech	670
Indiana University Fort Wayne	123
Ivy Tech Community College	N/A
Purdue Fort Wayne	694
University of Saint Francis	518

THE JOURNEY

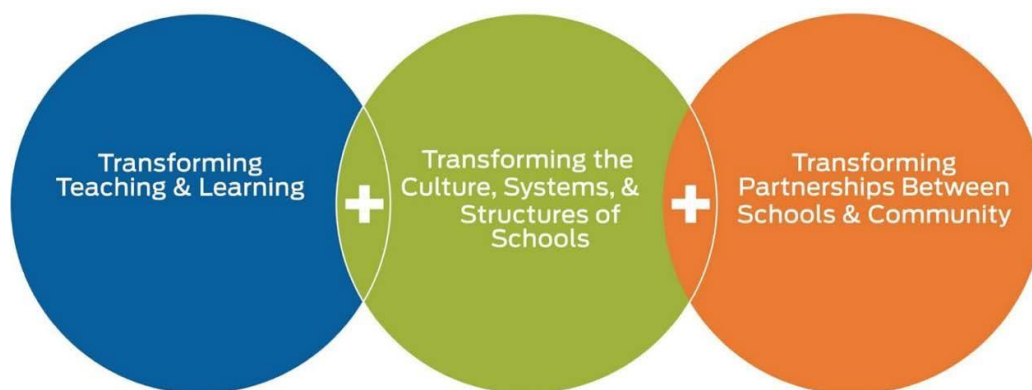
In the Fall of 2022, Fort Wayne Community Schools petitioned Ford Next Generation Learning (Ford NGL) to explore how the Ford NGL Model for Community-Connected Learning could be woven into the fabric of the district's work. Ford NGL conducted an exploratory survey of Fort Wayne Community Schools and Allen County. The exploration visit and survey assessed the community and district's readiness and willingness to transform 52 schools (Pre-K-12) utilizing Ford NGL's three strands (*Transforming Teaching & Learning*, *Transforming the Culture, Systems, & Structures of School*, and *Transforming Partnerships Between Schools and Community*) to guide the district through the Ford NGL Roadmap that would lead to transformation.

Key findings and recommendations were published in the Ford NGL Phase I *Explore* Report in November 2022, which included:

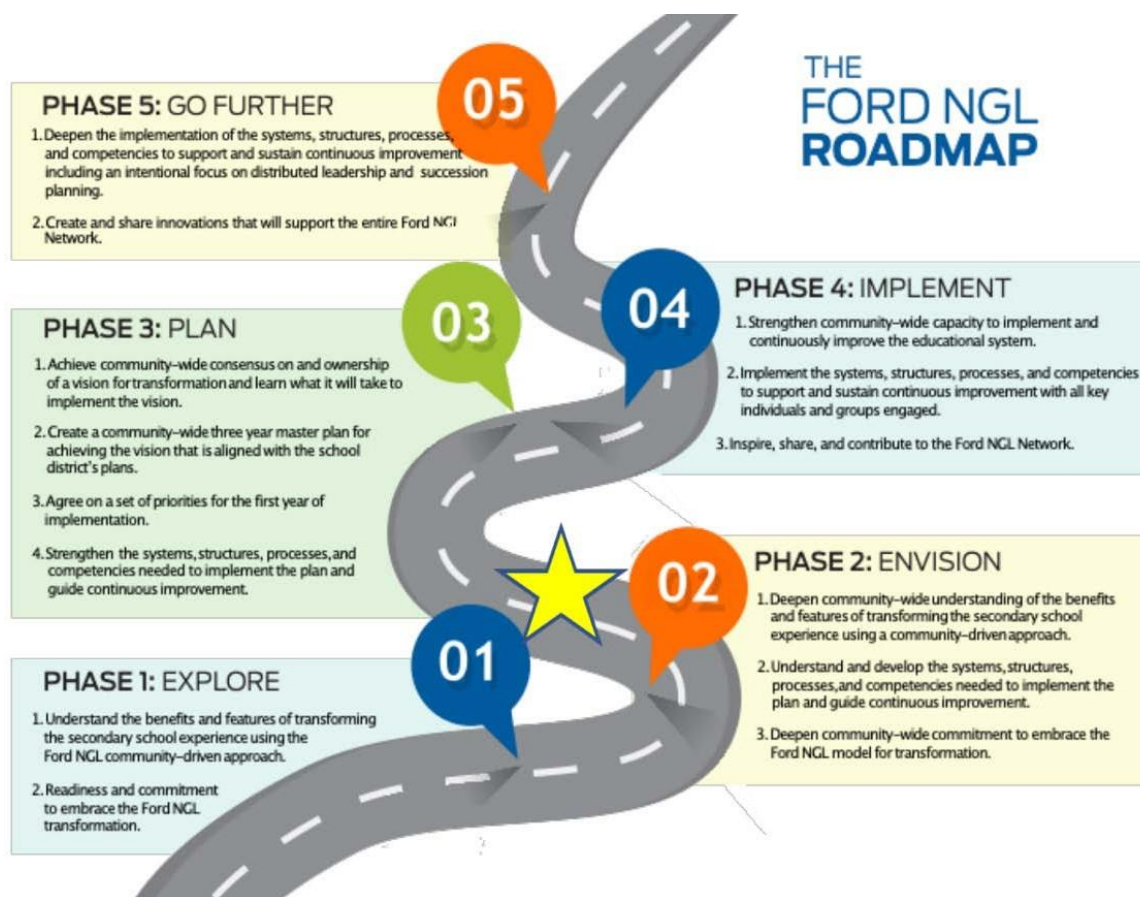
STRENGTHS OF FWCS
<ul style="list-style-type: none"> ▪ Focused and innovative leadership team ▪ Passionate leadership team who desire to graduate students who are both academically and career prepared for a world that is changing quickly ▪ Opportunities for each school to be creative to meet the diverse needs of students ▪ School culture is positive, inclusive and welcoming ▪ Majority of teachers support a need for change ▪ District offers several options for advanced placement courses, dual credit, dual enrollment, and industry certifications ▪ Community business partners and organizations have a strong commitment and history of supporting the district
CHALLENGES FACING FWCS
<ul style="list-style-type: none"> ▪ Inequities in student access to experiences and opportunities ▪ Lack of alignment between CTE and Pathway offering with workforce demands ▪ Unclear of how Naviance will assist students with career pathway selection ▪ Lack of evidence regarding a comprehensive plan to support all students with postsecondary plans (employment, enrollment and enlistment) ▪ Lack of course selection and career pathways information being shared with students ▪ Lack students completing a four-year CTE sequence ▪ Lack of business and civic engagement in schools ▪ Lack of resources to address social and emotional learning for students.
RECOMMENDATIONS FOR FWCS
<ul style="list-style-type: none"> • Assess systems and structures to ensure all students have the support to succeed • Conduct a review of current pathway programs with high schools and community stakeholders to determine what should be offered in the high schools. Programs may need to end or merge into more innovative and creative career pathway programs • Develop a K-12 plan to ensure all students are college and career ready • Develop and implement a scaffolded approach for students to make post-secondary plans • Develop a plan to ensure all 9th grade students complete Naviance lessons that are connected to future course selection and career planning • Review each CTE program for alignment with NLPS • Review business-partner engagement across the district (in each school) and compile an inventory of current business and organizations and determine level of engagement as it relates to a work-based learning continuum (low-intensity and high-intensity) • Complete an asset map of current community partners who provide social and emotional serves across all K-12 schools and determine existing gaps

FORD NEXT GENERATION LEARNING FRAMEWORK

The Ford NGL Framework consists of three distinct, but interconnected strands designed to mobilize educators, employers, and community leaders to transform schools. Implemented in tandem, these three strands—transforming teaching and learning; transforming the culture, systems, and structures of schools; and transforming partnerships between schools and communities—serve as the foundation upon which the Ford NGL change model is built.



Leveraging each of these strands, the Ford NGL Roadmap is a critical tool that guides communities through the process of envisioning, planning for, and implementing change.



IMPLEMENTATION TEAM

Utilizing the Ford NGL Framework and Roadmap, the Fort Wayne Community Schools implementation team focused on the three critical strands of community-centered learning. The FWCS implementation team was established to oversee the development, planning and execution of its vision for transforming learning. The “Implementation Team” consists of the following members:

NAME	TITLE
Dr. Mark Daniel	Superintendent
Shenita Bolton, Ed.S	Director of PreK-12 College and Career Readiness
Dr. Joe Brown	Assist Superintendent of Curriculum, Instruction, and Assessment
Jack Byrd	Chief Systems Officer
Tim Captain	Executive Director of Student, Family and Community Engagement
Ramona Coleman	Assistant Superintendent of Professional Learning
Kara Froning	Director of Secondary Schools
Matt Schiebel	Executive Director of Security and Community Partnerships
Mitch Sheppard	Director of Philanthropy
Krista Stockman	Director of Communications and Marketing
Jesse Webb	Director of Career and Technical Education
Dr. Faye Williams Robbins	Deputy Superintendent

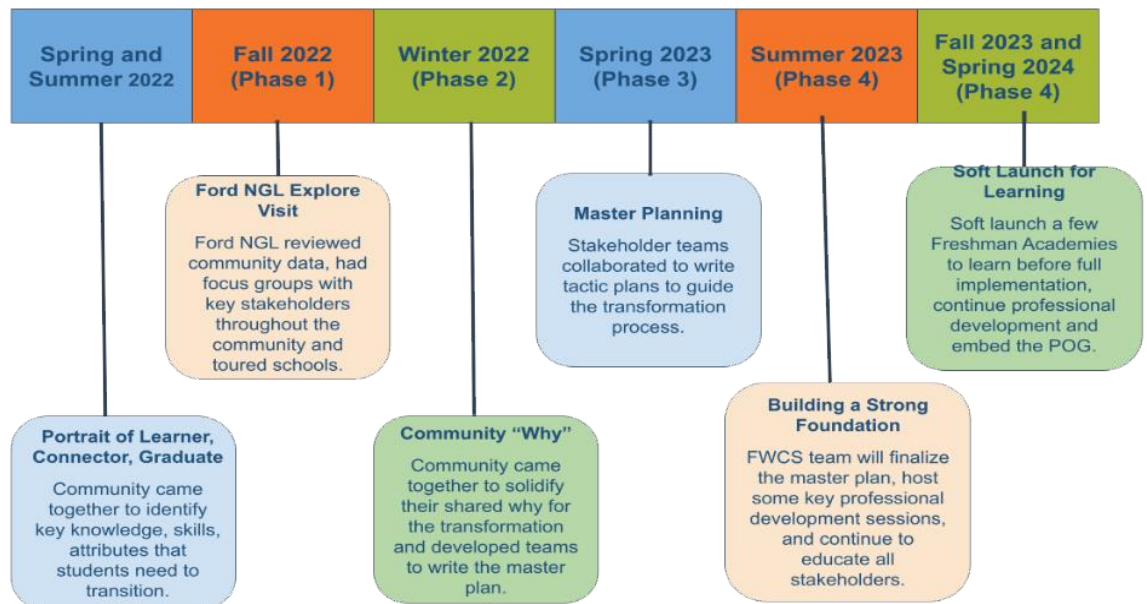
MASTER PLANNING PROCESS

Beginning the Fall of 2022, more than 200 businesses, community leaders, post-secondary institutions, parents, students, and educators across the FWCS district assembled to take the first steps of engaging in a transformative process that will not only educate all FWCS K-12 students to high standards but equip them with 21st Century skills needed for the workforce, community, and ever-changing world.

Beginning the Spring of 2022 through Spring of 2023, Fort Wayne Community Schools met with all stakeholders for three “master planning sessions” that focused on the first three phases of this transformational journey:

SESSION	LOCATION	DATE
Portrait of a Graduate (Pre-Contracted Work)	Allen County Memorial Coliseum	04/20/22
Portrait of a Graduate (Pre-Contracted Work)	Parkview Mirror Center	08/19/22
Ford NGL Site Visit	FWCS Administrative Buildings, Schools, Career Center and Amp Lab	10/31/22 – 11/4/22
Master Planning – Phase I: Explore	Parkview Mirro Center	1/17/23
Master Planning – Phase II: Envision	Parkview Mirro Center	2/13/23
Master Planning – Phase III: Plan	Parkview Mirro Center	3/13/23

It is important to note that FWCS contracted Ford NGL for focused, Portrait of and Graduate work, prior to receiving a grant to embrace the Ford Next Generation Learning (NGL) framework and begin navigating the phases of its RoadMap with the guidance of a dedicated Ford NGL coaching team.



TACTIC TEAM

Led by three consultants from Ford Next Generation Learning, participants engaged in the first master planning session and received an overview of the 11 tactical teams. Each tactic team was co-chaired by a Fort Wayne Community Schools representative and a community partner representative. 200+ participants engaged in a meaningful exercise to determine the tactic team in which they would join.

During two master planning sessions, the 11 tactic teams collaborated to develop a written plan that would serve as a guide for implementing future work of their designated tactic. The team's plan encompassed strategies, action steps, timelines, responsibilities, and deliverables. Each of the 11 tactics focused on a specific aspect of transforming K-12 learning and engagement. The tactic teams and co-chairs are as follows:

	Tactic Team	Internal Co-Chair	External Co-Chair
1	<u>Tactic 1.1</u> Career-Focused - Academics <u>Tactic 2.1</u> Teacher Teams	Dr. Joe Brown <i>Assist. Superintendent of Curriculum, Instruction and Assessment</i>	Pat Morello <i>Junior Achievement</i>
2	<u>Tactic 1.2</u> Work-Based Learning <u>Tactic 2.4</u> Systems and Structures to Support work-based learning (WBL)	Jesse Webb <i>Director of Career and Technical Education</i>	Edmond O'Neal <i>Northeast IN Works</i> Heather Schoegler <i>Parkview</i>
3	<u>Tactic 1.3</u> Learning and Work Pathways <u>Tactic 1.4</u> Credit Opportunities <u>Tactic 3.3</u> Align Workforce Demand and District Programs	Shenita Bolton <i>Director of PreK-12 College and Career Readiness</i>	Kim Barnett-Johnson <i>Ivy Tech</i>
4	<u>Tactic 1.5</u> Student Voice and Leadership	Matt Schiebel <i>Executive Director of Safety and Community Partnerships</i>	Joe Jordan <i>Boys and Girls Club</i>
5	<u>Tactic 2.2</u> Professional Development	Ramona Coleman <i>Assistant Superintendent of Professional Learning</i>	Staci Beiswanger <i>Steel Dynamics, Inc.</i>
6	<u>Tactic 2.3</u> Family Engagement	Tim Captain <i>Executive Director of Student, Family and Community Engagement</i>	Denita Washington <i>Allen Township Trustee</i>
7	<u>Tactic 2.5</u> Supportive Policies and Practices	Dr. D. Faye Williams-Robbins <i>Deputy Superintendent</i>	Brenda Gerber-Vincent <i>Greater Fort Wayne, Inc</i>
8	<u>Tactic 2.6</u> Data Systems	Jack Byrd <i>Chief Systems Officer</i>	Diana Hunley <i>Parkview</i>
9	<u>Tactic 3.1</u> Governance Systems and Structures <u>Tactic 3.4</u> Shared Ownership and Accountability	Dr. Mark Daniel <i>Superintendent</i>	Jennifer Hunter <i>Gensyn Design</i>
10	<u>Tactic 3.2</u> Community Learning Resources	Mitch Sheppard <i>Director of Philanthropy</i>	Tiffany Bailey <i>United Way of Allen County</i>
11	<u>Tactic 3.5</u> Communications and Marketing	Krista Stockman <i>Director of Communications and Marketing</i>	Melissa Shaw <i>3Rivers Credit Union</i>

FROM “IDEAL GRADUATE” to PORTRAIT OF AN EXPLORER, CONNECTOR and GRADUATE

During the Spring of 2022, Fort Wayne Community Schools contracted Ford NGL to oversee the “Ideal Graduate” process. This provided FWCS with an opportunity to collaborate with students, staff, teachers, building administrators, district administrators, the Board, community partners, and parents to explore the characteristics that each FWCS student should obtain at the elementary, middle school, and high school levels. More than 200 individuals gathered to engage in critical conversations focused on these specific areas. Students collectively shared with the Superintendent, administrators, teachers, Board members, and community members they did not want to be referred to as “Ideal Graduates.” All stakeholders listened intently to students and reached consensus that the portraits would be identified as follows:

GRADE LEVEL	NAME
Elementary	Portrait of An Explorer
Middle School	Portrait of A Connector
High School	Portrait of A Graduate

All stakeholders collectively developed and revised documents that would ensure students are prepared for the 21st Century workforce and are equipped with the necessary keys for success. The Communications and Marketing team worked with an outside company to develop visuals that would reflect the following:

GRADE LEVEL	KEYS TO SUCCESS
Elementary Portrait of An Explorer	<ul style="list-style-type: none"> ➤ Learning ➤ Growing ➤ Connecting ➤ Exploring
Middle School Portrait of A Connector	<ul style="list-style-type: none"> ➤ Learning ➤ Developing ➤ Connecting ➤ Planning
High School Portrait of A Graduate	<ul style="list-style-type: none"> ➤ Prepared ➤ Skilled ➤ Connected ➤ Experienced

Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens. The next six pages reflect the printed visuals that will continue to be shared to internal and external stakeholders to provide an in-depth look at the “portraits” and the “keys to success.”

PORTRAIT OF AN EXPLORER

Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.

KEYS TO SUCCESS



FOR MORE INFORMATION, PLEASE VISIT
FORTWAYNESCHOOLS.ORG/PORTRAIT-OF-A-GRADUATE



PORTRAIT OF A EXPLORER

KEYS TO SUCCESS



LEARNING

Explorers are learning core subjects, such as math and reading, at high levels. These students engage in learning for fun and exhibit creative thinking.

GROWING

Explorers ask questions to learn and listen to understand. These students are able to work with others as well as independently and use class time to focus on tasks.



CONNECTING

Explorers are realizing how their work in the classroom relates to future careers. They demonstrate awareness of their school, neighborhood and community.

EXPLORING

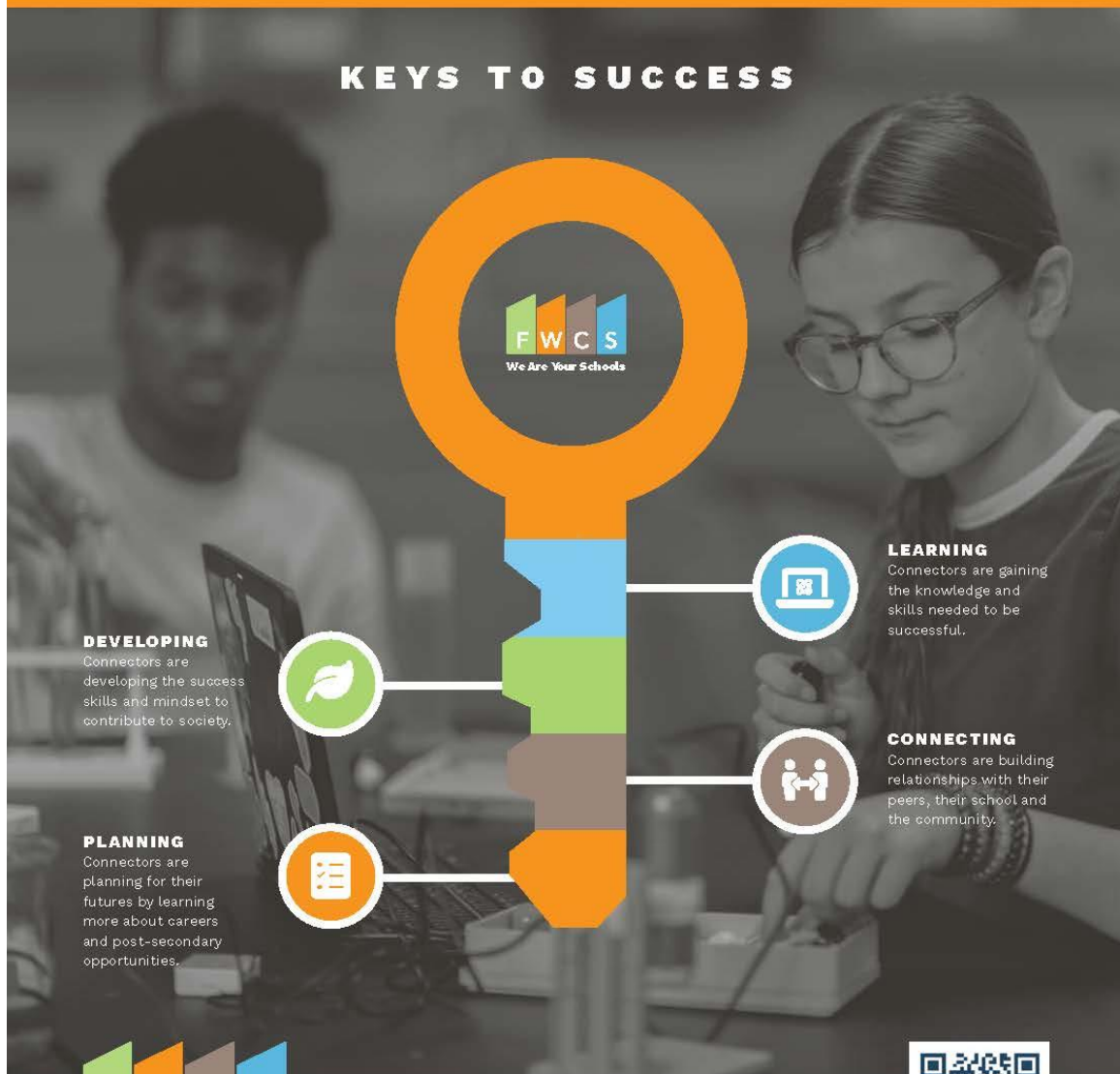
Explorers are learning to recognize their talents and strengths and how to deal with challenges. These students respectfully share resources and ideas with their peers.



PORTRAIT OF A CONNECTOR

Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.

KEYS TO SUCCESS



FOR MORE INFORMATION, PLEASE VISIT
FORTWAYNESCHOOLS.ORG/PORTRAIT-OF-A-GRADUATE



PORTRAIT OF A CONNECTOR

KEYS TO SUCCESS



LEARNING

Connectors focus on acquiring knowledge for problem-solving, personal growth and high-level thinking.

DEVELOPING

Connectors are trustworthy, dependable, understand consequences and know how to manage a schedule. They are establishing positive habits.



CONNECTING

Connectors are productive team members and build relationships with their peers and teachers. They understand the community and its assets and challenges.

PLANNING

Connectors develop high standards and serve as leaders in the school. These students are exploring skills and knowledge needed to understand careers.



PORTRAIT OF A GRADUATE

Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.

KEYS TO SUCCESS



FOR MORE INFORMATION, PLEASE VISIT
FORTWAYNESCHOOLS.ORG/PORTRAIT-OF-A-GRADUATE



PORTRAIT OF A GRADUATE

KEYS TO SUCCESS



PREPARED

Graduates apply knowledge from the classroom to solve challenges now and in the future.

SKILLED

Graduates have a plan for life after high school graduation. These students developed professional skills through hands-on, relevant career experience.



CONNECTED

Graduates understand and appreciate cultural and social diversity. They collaborate with peers, staff and community members.

EXPERIENCED

Graduates are able to develop a schedule and manage tasks effectively. They take responsibility for their actions and keep commitments.



SCHOOLS OF SUCCESS

The Schools of Success at FWCS are career-themed, small learning communities that will be located in each of Fort Wayne Community Schools' five high schools. The district made a commitment to launch the wall-to-wall Schools of Success in all high schools to ensure equity and access for all students. In the fall of 2024, the following five high schools will launch the wall-to-wall experience for all freshmen:

- North Side High School
- Northrop High School
- R. Nelson Snider High School
- South Side High School
- Wayne/Wayne New Tech High School

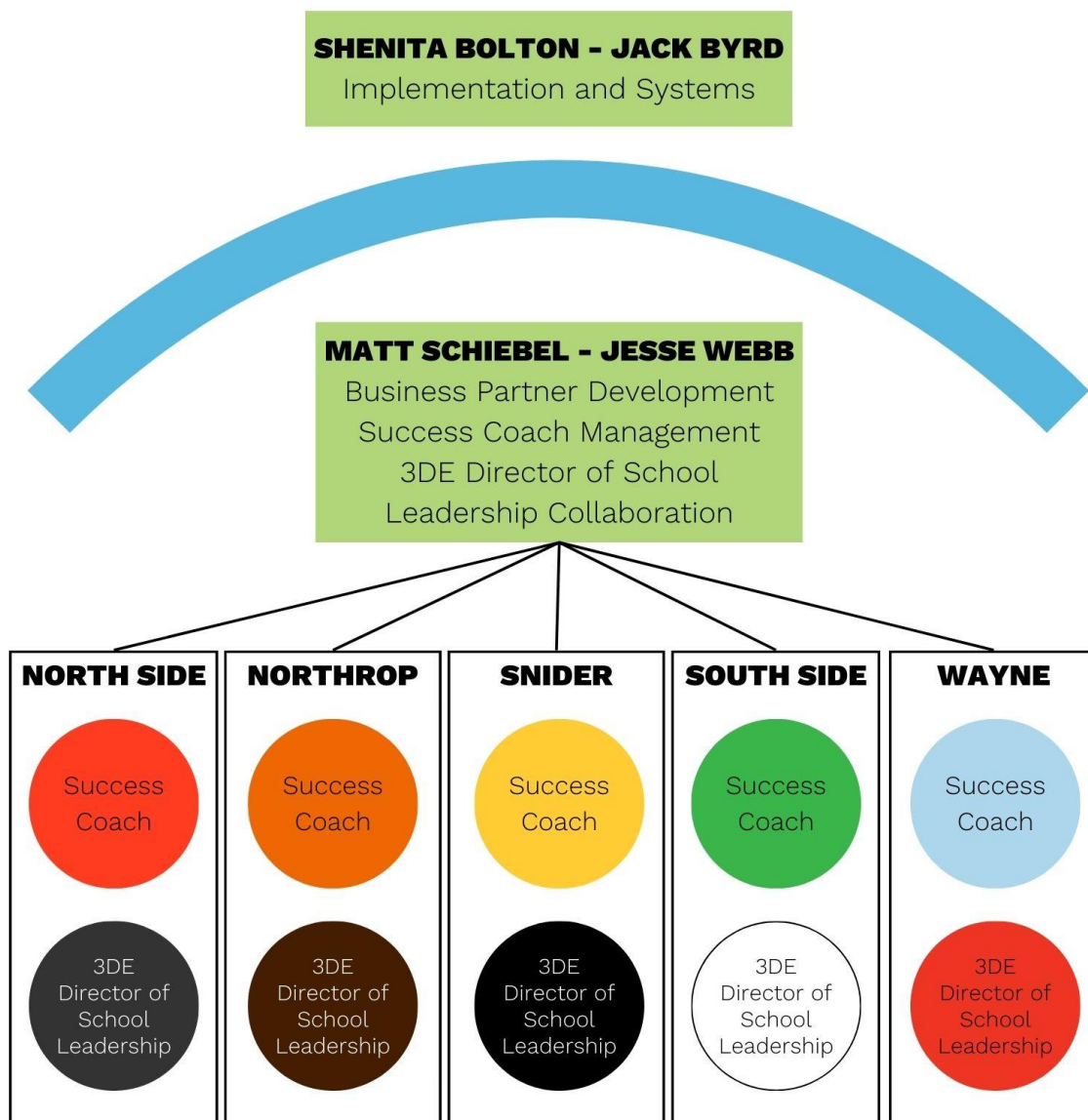
Fort Wayne Community Schools students who are enrolled in the Schools of Success will be exposed to a learning environment that serves approximately 250 to 500 students within a school and utilizes nine key characteristics outlined by Ford Next Generation Learning:

CHARACTERISTIC	DESCRIPTION
Wall-to-Wall Commitment	Academies are not a niche experience relegated to a select group of students; every student is enrolled in an academy of their choosing.
Dedicated, Academy-Specific Teams	Dedicated academy teams consist of an academy-specific principal and counselor, academy-specific core content teachers (Math, English, Science, Social Studies, etc.) in addition to academy content teachers (CTE, pathway, etc.). Rather than serving specific grade bands of students, academy teachers, principals, and counselors are able to build relationships with students that span multiple years.
Co-Located Classrooms	Geographically clustering academies within the building fosters a sense of community among students and teachers. Student concerns and needs are less likely to go unnoticed when students and teachers are regularly inhabiting the same space within the building.
Shared Academy Plan Time	Academy teachers share a regular plan time to discuss student concerns and opportunities for collaboration, and to plan integrated, academy-specific lessons.
Teaching Through the Lens	Core content classes teach discipline-specific curriculum in accordance with state standards while also incorporating the thematic lens of their respective academies into lessons when relevant, thereby making material relatable and engaging to student interests
Freshman Academy	All 9th graders are enrolled in a yearlong Freshman Academy dedicated to early college and career exposure.
Industry and Community Engagement	Industry and community partners are intentionally engaged in academies to provide meaningful industry experiences to students.
Global Classes	Critical classes such as fine arts, world languages, and some Advanced placement, International Baccalaureate, and Cambridge International, etc. are "globalized" to assure that students across various academies have access to this crucial coursework.
Robust Extracurriculars	Students have access to sports, clubs, and other enriching and engaging extracurricular programs.

(Ford Next Generation Learning)

The FWCS Schools of Success internal governance structure ensures each high school has the necessary supports for each student to succeed during their 4-year high school, academic journey and beyond. This multitiered governance structure is constituted of the Director of pre-K - 12 College and Career Readiness (FWCS' Ford NGL process and implementation lead), Chief Systems Officer, Director of Career and Technical Education, Executive Director of Security and Community Partners, Success Coach, and 3DE Coach.

SCHOOLS OF SUCCESS AT FWCS INTERNAL STRUCTURE



Prior to Fort Wayne Community Schools contracting Ford Next Generation Learning to lead the district through a transformational process, FWCS began utilizing 3DE in the Spring of 2021 as a resource to develop and implement learning opportunities for students from two pilot high schools. 3DE engages students in small-learning communities to collaborate in solving real-world workforce issues. *3DE re-engineers high school education to be more relevant, experiential, and authentically-connected to the complexities of the real world in order to more fully prepare today's students for the demands of tomorrow's economy. The 3DE framework is focused on the following:*

FOCUS	DESCRIPTION
Relevant	3DE connects education to real-world concepts to heighten students' appreciation for academics and long-term aspirations.
Authentic	3DE infuses business connectivity into all aspects of learning to deepen students' understanding and sustain engagement.
Experiential	3DE delivers opportunities to apply academic concepts to enhance students' retention of knowledge and develop skills for success.

3DE

This program was implemented at two of FWCS' high schools (North Side High School and Snider High School) starting with the freshman class in the Fall of 2022. FWCS plans to implement the program at the other three high schools over two consecutive years.

As FWCS began traveling the Roadmap of Ford NGL, it was evident Junior Achievement's 3DE Program should be used as a resource for the Academy Model (Schools of Success) to accomplish some of the strategies outlined in the Tactic Plan. This program will provide a structured support for students in grades 9 and 10 in their small learning communities, where students will engage in real-world case studies and compete in national competitions. During grade 11, students will receive internal coaching in entrepreneurship and can take advantage of a culminating capstone experience during their senior year.

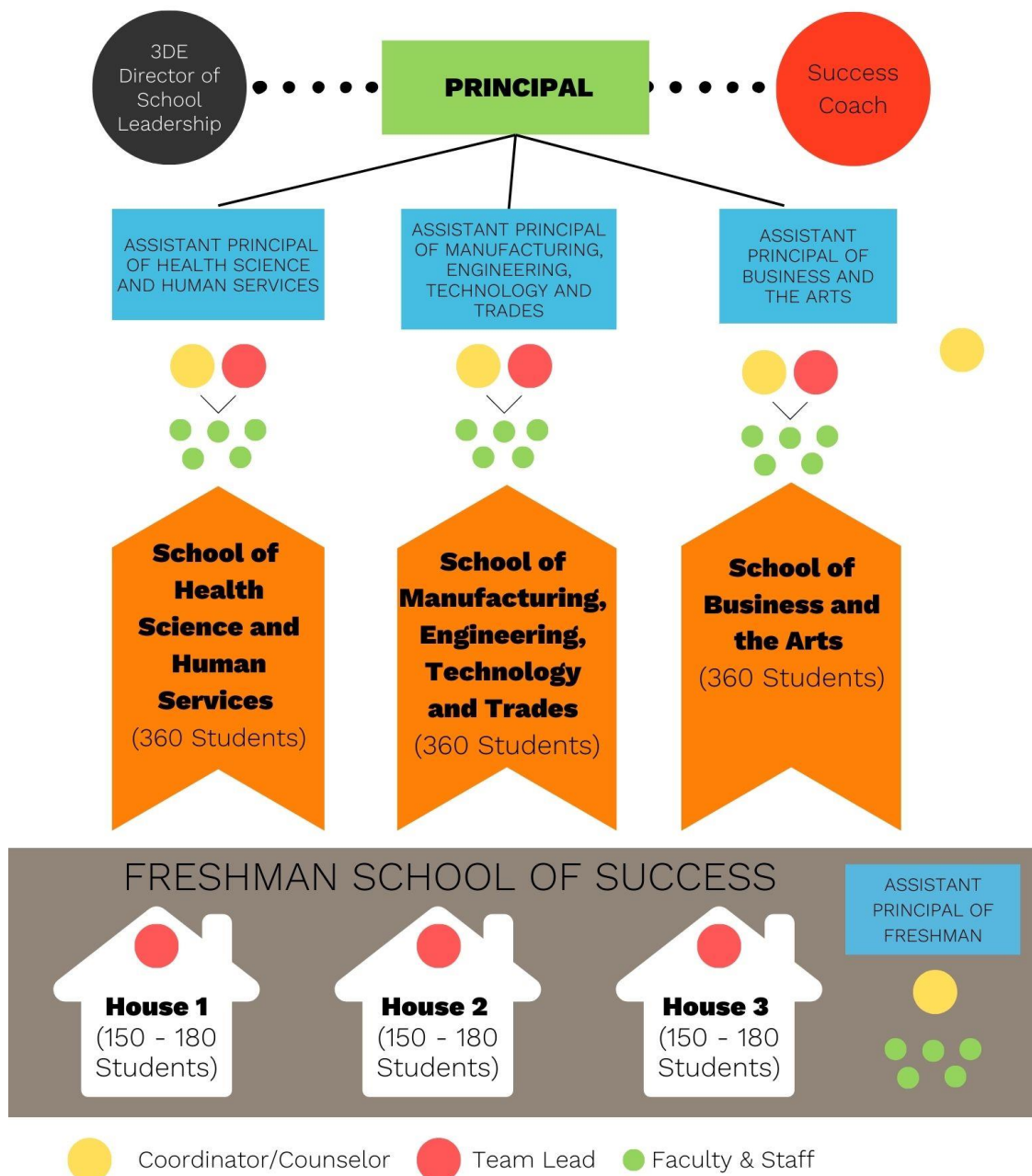
During the second semester of the freshman year, students will have an opportunity to enroll in a workforce-aligned, career-themed Schools of Success for their 10th through 12th grade years. Student can choose from one of the following:

1. School of Health Science and Human Services
2. School of Manufacturing, Engineering, and Trades
3. School of Business, Technology, and the Arts

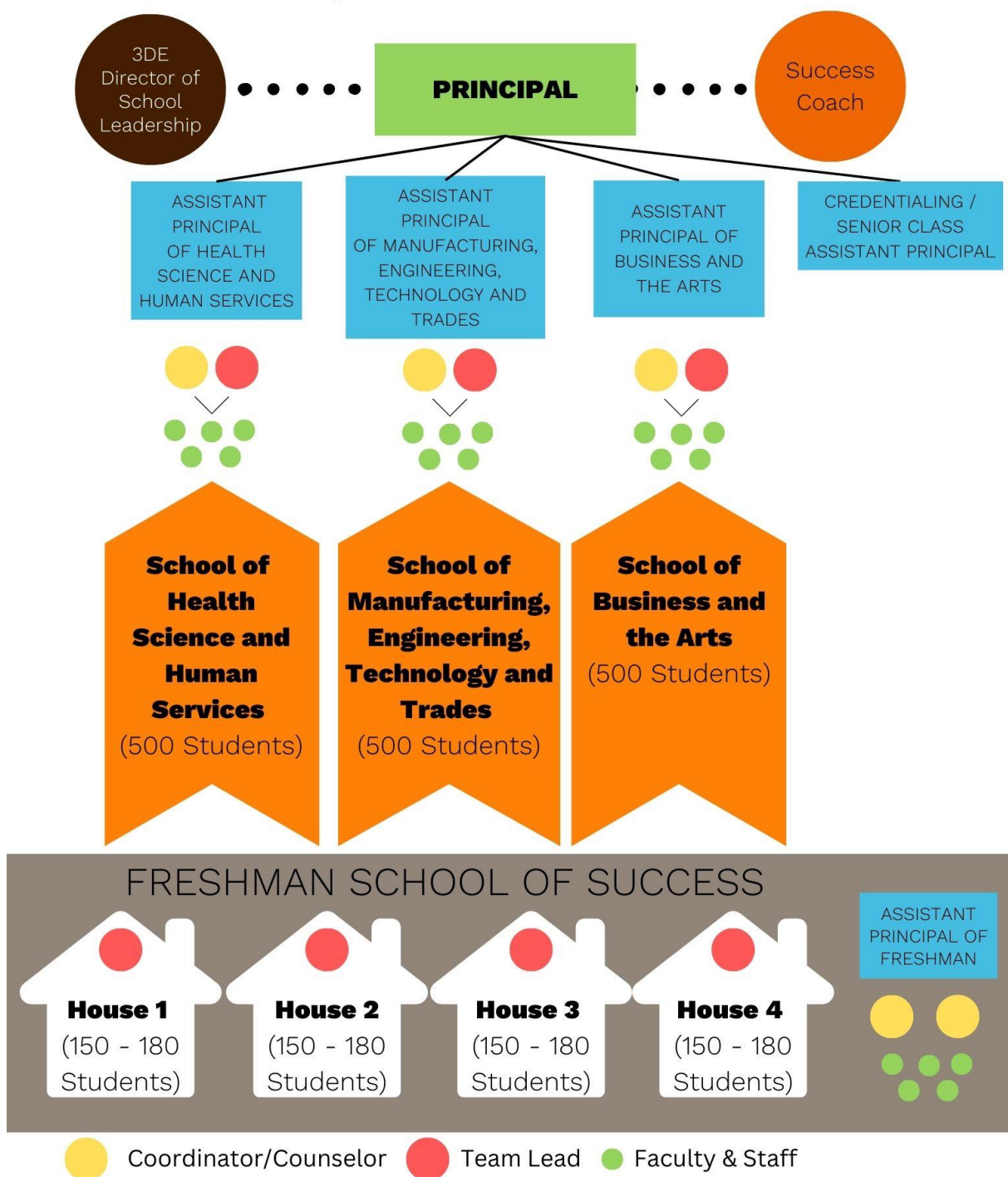
Each school will have 150 to 180 students per house where students can choose from a distinct pathway within their designated school. Each school will have an assistant principal who will work in collaboration with the 3DE Coach and Success Coach. Assistant principals of schools will work in partnership with the guidance coordinator/counselor, team leads, and other staff members to provide equitable access and support for all students in grades 10 - 12.

The visuals below provide the framework for each high school:

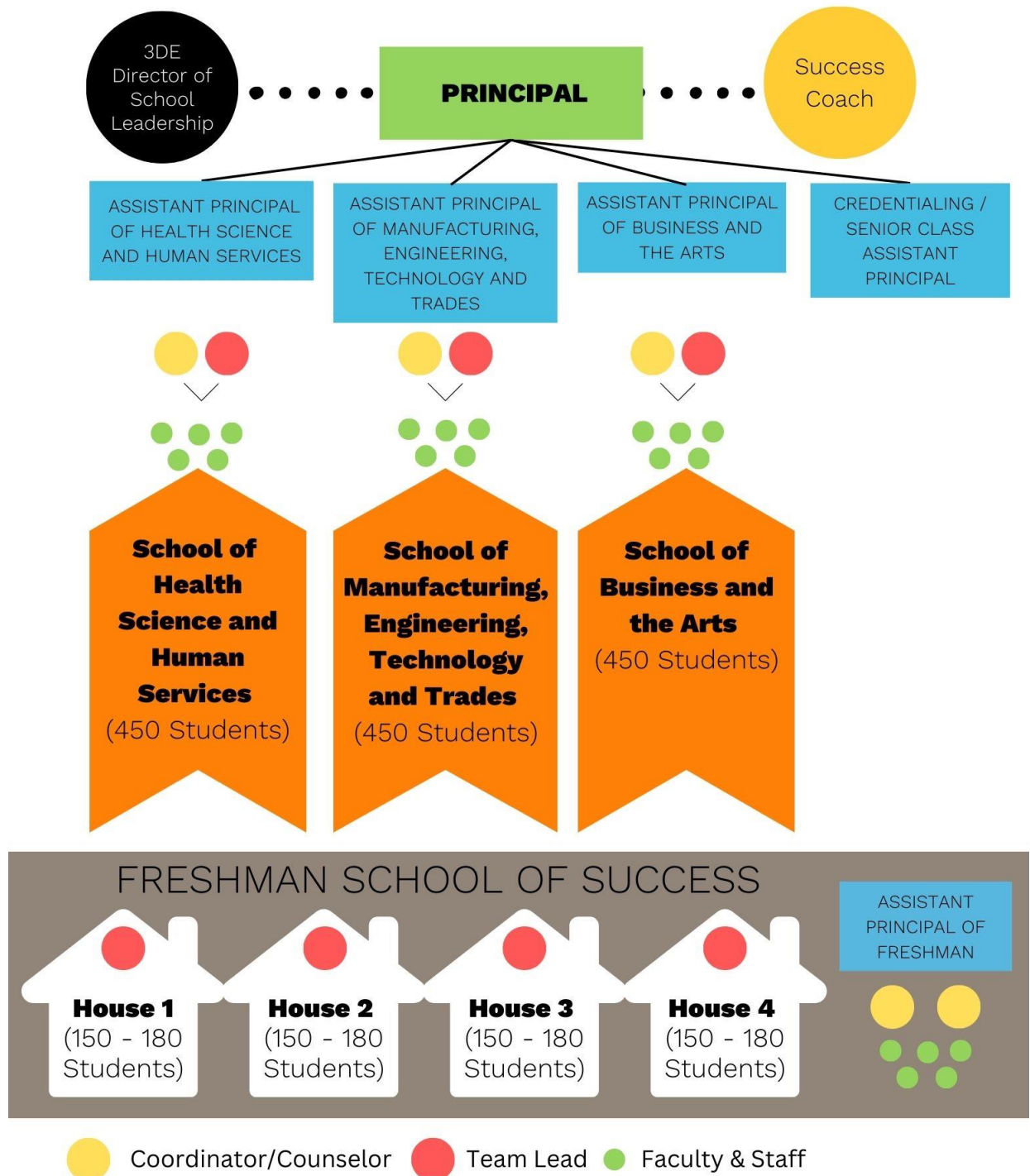
North Side Schools of Success



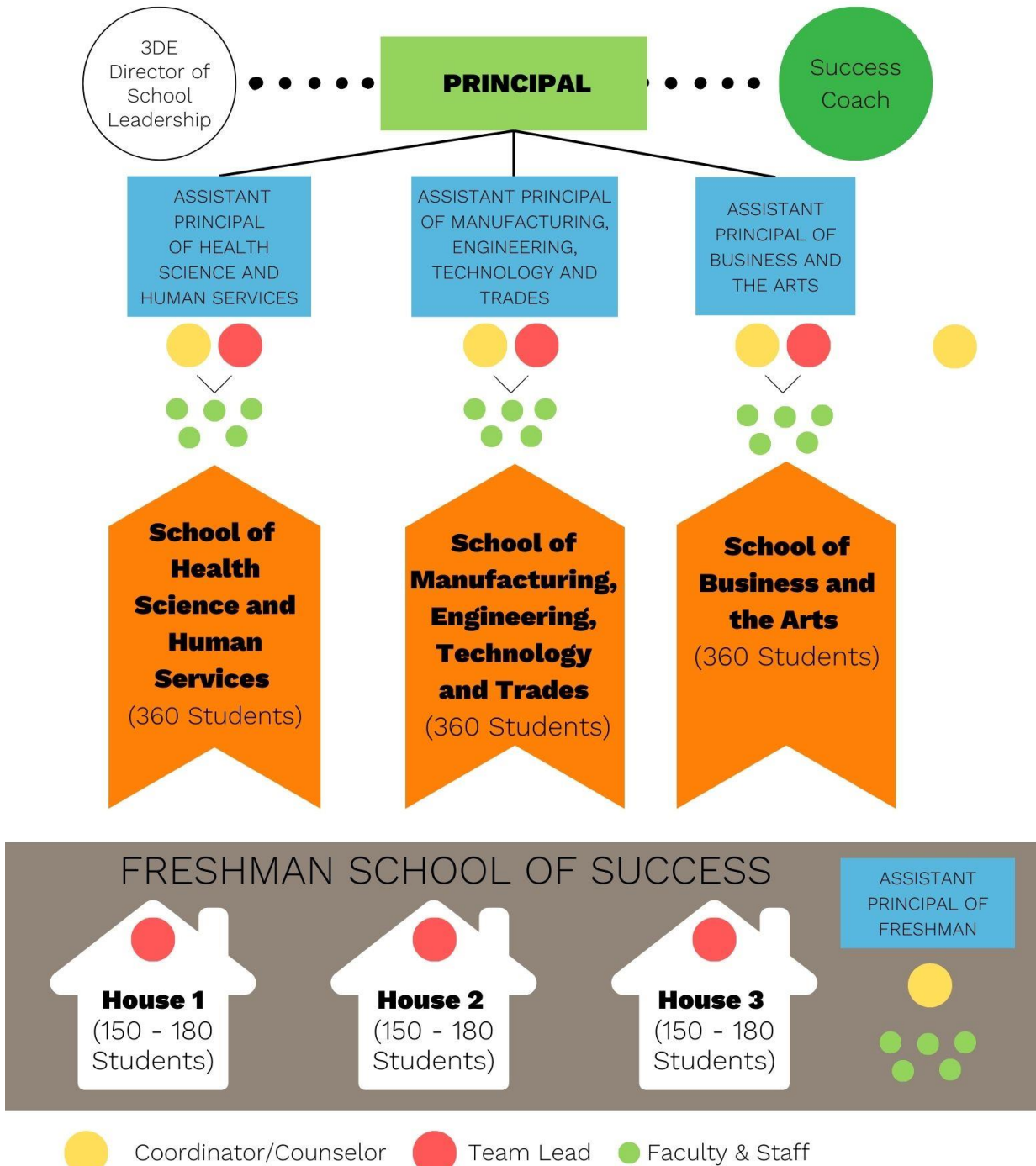
Northrop Schools of Success



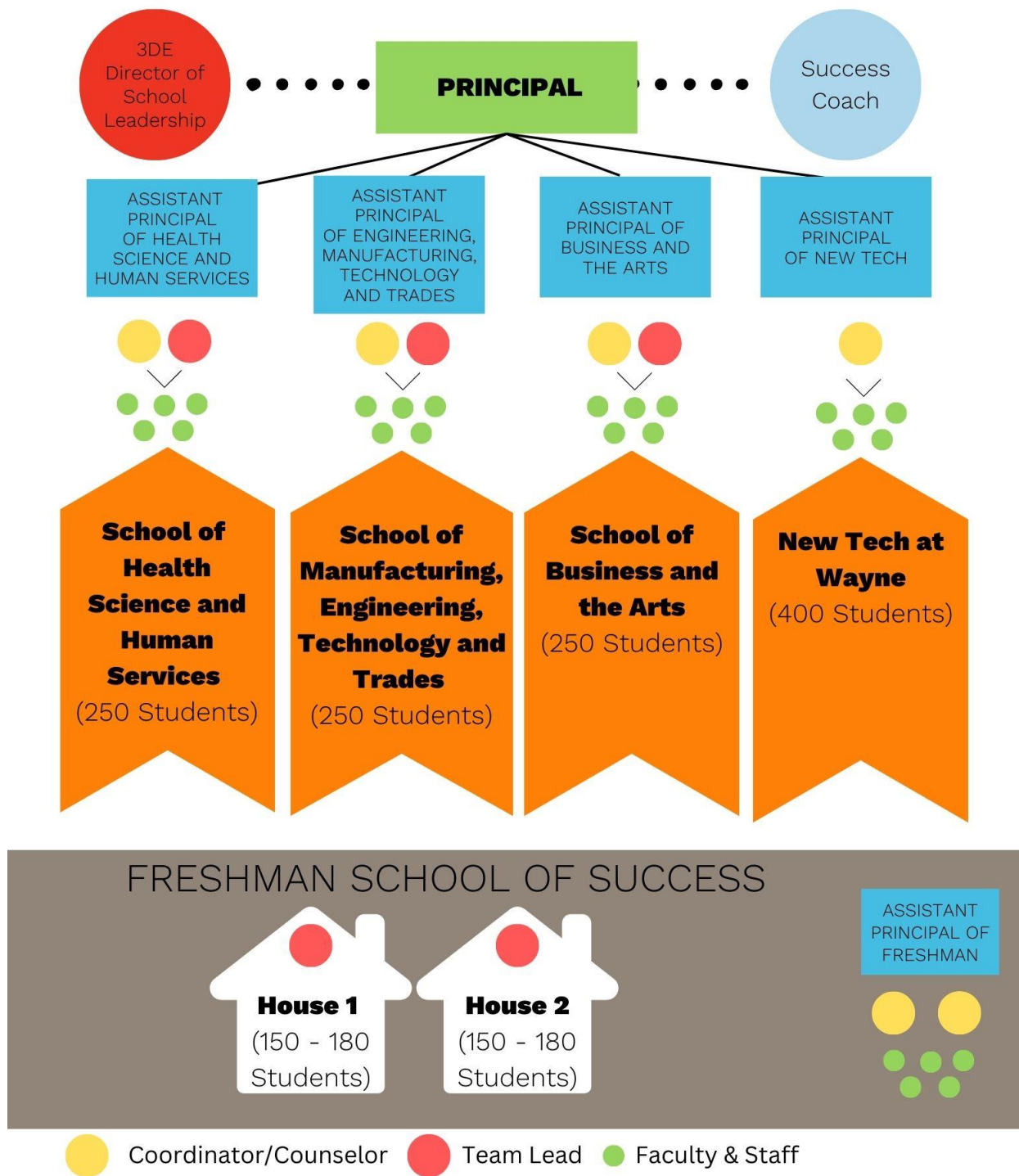
Snider Schools of Success



South Side Schools of Success



Wayne Schools of Success



SCHOOL OF SUCCESS STRUCTURE

Each school will have 4-6 Pathways per School of Success

Not all Pathway options are listed

HEALTH SCIENCE & HUMAN SERVICES

CNA	PLTW Biomedical	Dental Careers
Education	Culinary Arts	Criminal Justice

ENGINEERING, MANUFACTURING, TECHNOLOGY & TRADES

Industrial Maint.	PLTW Engineering	Precision Machine
Auto Tech	Welding	HVAC

BUSINESS & THE ARTS

Accounting	Digital Design	Radio & TV
Business Admin	Marketing & Sales	Performing/ Fine Arts

Pathways specific to each school determined by regional workforce demand and student interest

STUDENT ROAD TO SUCCESS

Starting 2024-25 School Year

SENIOR

- Continues Pathway at Junior concentrator school
- Not every Senior will participate in a Capstone
- 3DE and NGL provides same services as Junior year

JUNIOR

- Concentrator A or Concentrator A and B
- Concentrators can be at Home School, Career Academy, Amp Lab
- 3DE experiences connect with the SOS
- NGL finds internships and job shadowing opportunities

SOPHOMORE

- Students select a School of Success
- Principles Pathway Course
- 3DE competencies are integrated into courses

FRESHMAN

- 3DE Launch and NGL Seminar
- Introduction to each School of Success
- Naviance Courses

8TH GRADE PCC

- Jim Kelley Career
- JA Job Spark
- Naviance Courses

OUR WHY

The Fort Wayne Community Schools' Board of School Trustees, administrators and staff, business and community leaders, post-secondary institutions, parents, and students deem that every student who attends one of FWCS' 52 schools should have equitable access to rigorous curriculum, educational opportunities, and resources. During the master planning process, FWCS along with more than 200 partners agreed the "Why" and guiding "North Star" is as follows:

Fort Wayne Community Schools, supported by regional partners, will empower all students to reach their potential through equitable and relevant community-connected experiences.

Towards these ends, the "Portraits of an Explorer, Connector and Graduate" and "Schools of Success" will be woven into the structure of K-12 learning and engagement.

THE GOVERNING STRUCTURE

The Schools of Success at FWCS will have a governance structure that is multitiered and includes industry, business, postsecondary partners, district administration, and superintendent student cabinet. This governance structure consists of a convening organization, steering committee, community coordinator, partnership councils, advisory board, tactic teams, implementation team and district leaders. This governance structure ensures transformation of partnerships between schools and community. Also, this shared governance structure will ensure coordination, accountability, consistent communication, and intentional collaboration with all stakeholders.

Convening Organization

Northeast Indiana Works will serve as the convening organization providing oversight for the businesses and industries who support the work of the Schools of Success at FWCS. *Northeast Indiana Works, the region's non-profit workforce development organization, provides public and private financial and employment resources for education and skills training to meet the needs of the regional industries.*

This convening organization will also serve as a liaison between Fort Wayne Community Schools and community partners while promoting and advocating for the Schools of Success and all it has to offer to students and the community's future workforce. Additionally, Northeast Indiana Works will work alongside Fort Wayne Community Schools to increase involvement with small business and social service sectors.

Steering Committee

The inaugural Steering Committee for the Schools of Success at FWCS will be comprised of external Tactic Team co-chairs, a convening organization designee, and business and community leaders across Allen County. These dedicated individuals will work closely to mobilize the community and ensure transformation of K-12 learning and engagement occurs, the detailed master plan's strategies are implemented with fidelity, and the deliverables outlined are evident. The Steering Committee will also monitor the progress of the master plan and ensure there is a cycle of continuous improvement. The Steering Committee will convene twice a year.

Community Coordinator

A designated Community Coordinator from Northeast Indiana Works will work closely with Fort Wayne Community Schools to expand connections across Allen County with industry partners and encourage them to share their time and talent. This individual will become a part of the Implementation Team who currently meets weekly.

Partnership Councils

Three partnership councils will be established for each of the Schools of Success at FWCS. These councils will operate at a high level for all five high schools and develop best practices for effective partnerships in the areas of Health Science and Human Services; Manufacturing, Engineering, and Trades; and Business, Technology and the Arts. Also, the councils will help expand and sustain awareness, education, policies and practices related to the three Schools of Success. These councils will be comprised of industry leaders, postsecondary leaders, educators and students and will convene quarterly.

Advisory Boards

An Advisory Board will be established for each Schools of Success at the five high schools (three at each school). Each board will be comprised of a success coach, assistant principal, team lead, business partners, teachers, and students. These advisory board members will meet quarterly to ensure equitable transformation of the secondary school experience is occurring and the core curriculum is developed and implemented through a career lens. The Success Coach will work with both educators and industry partners to ensure they can speak a common language. Board members will also engage in critical conversations with the Implementation and Transformation Lead, Director of Career and Technical Education, and the Executive Director for Safety and Community Partnerships to address any needed supports or concerns.

Tactic Team Leads/Implementation Team

The Tactic Team Leads, consisting of one external and one internal co-chair were assigned during the Master Planning phase. These leads oversee each of their designated tactics and ensure strategies and action steps are completed with fidelity as stated in the timeline. Led by the Implementation and Transformation Lead, the Tactic Team Leads serve on an Implementation Team that meets bi-weekly to collaborate and ensure the overall action steps are completed. The Chief Systems Officer and Implementation and Transformation Lead will utilize an Action Initiative Plan (AIP) to hold each tactic team accountable for their work.

District Leads

The Superintendent and Implementation and Transformation Lead will work closely to ensure there is distributive leadership throughout the implementation and sustaining phases of the master plan. The Superintendent, Implementation and Transformation, Director of Career and Technical Education, Director of Philanthropy and Executive Director of Safety and Community Partnerships will meet bi-weekly to ensure relationships between the district and industry and postsecondary partners are developed and sustained as we work to bridge the world of work and school for students. As mentioned earlier, the Chief Systems Officer and Implementation and Transformation Lead will utilize an Action Initiative Plan (AIP) to hold each tactic team accountable for their work

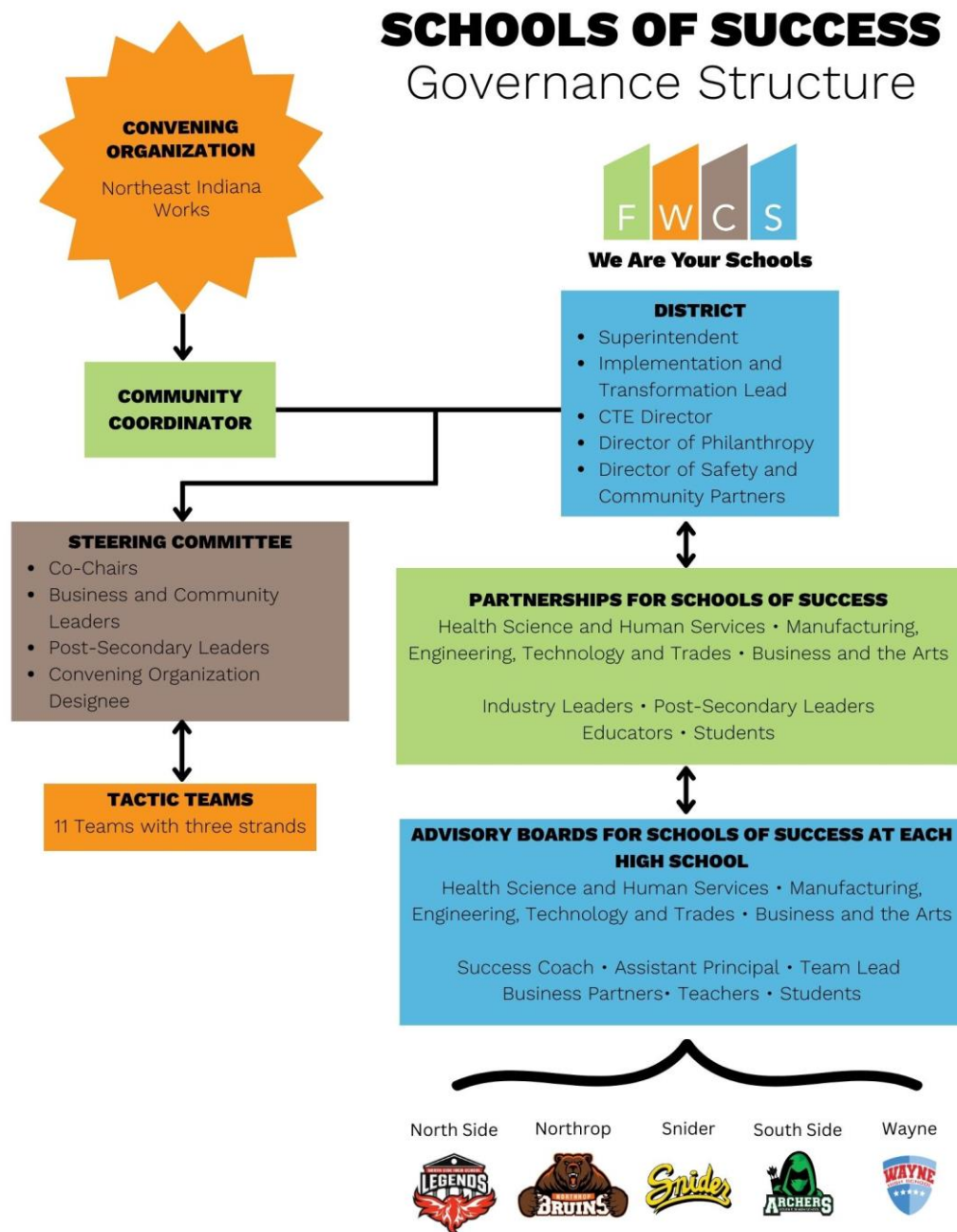
District Implementation and Transformation Lead

Fort Wayne Community Schools has designated the Director of PreK-12 College and Career Readiness as the District Implementation and Transformation Lead. This individual will provide ongoing leadership

and guidance as the district navigates the Ford NGL Road and ensures the Schools of Success are implemented with fidelity and sustained for years to come. The Implementation and Transformation Lead will also:

- Advocate for students, educators and parents
- Ensure training and professional development for staff
- Ensure equitable representation of voices throughout the transformation process
- Open doors to business and community partners
- Aid in securing resources for the Ford NGL process

Below is an illustration of the Schools of Success Governance Structure:



IMPLEMENTATION STRUCTURE

The Schools of Success at FWCS Master Plan is living document that was imagined and developed with 200+ businesses, community leaders, post-secondary institutions, parents, students, and educators to ensure there was collaboration, critical thinking, and diverse perspectives. This document will serve as an action initiative plan and guide to help the district implement a transformative process for the first three years K-12. The Steering Committee will complete an annual review of the Master Plan and make updates and revisions as needed.

The Schools of Success Master Plan was developed over four-month long master planning process. This process was led by 11 tactical teams utilizing the Ford NGL Framework for community-connected learning that has an emphasis on their strands:

- Strand One: Transforming Teaching and Learning
- Strand Two: Transforming the Culture, Systems, and Structures of Schools
- Strand Three: Transforming Partnerships between Schools and Communities

Strand One: Transforming Teaching and Learning

Tactic: 1.1A Freshman School of Success

Freshman School of Success combines both academic and technical skills coupled with experiential learning. These schools offer the opportunity for teachers to provide instruction through the lens of career interests of students. Students have the opportunity to explore career interests in high-demand career areas and pathways of interest.



ASSESSMENT

Beginning in the fall of 2023-2024, Fort Wayne Community Schools will assess the Schools of Success on an annual basis to ensure there is alignment with outlined master plan and all stakeholders are implementing the work with fidelity. The district will utilize an Action Initiative Plan (AIP) to monitor progress of the prescribed strategies and detailed actions steps.

The Steering Committee will oversee the annual assessment and work closely with the Chief Systems Officer and Director of PreK-12 College and Career Readiness (Fort Wayne Community Schools' Ford NGL process and implementation lead) to review assessment data and feedback from businesses, community leaders, post-secondary institutions, parents, students, and educators across the Fort Wayne Community Schools district. The assessment and feedback will help FWCS navigate the implementation of needed modifications as we continue to grow and perfect the Schools of Success.

All stakeholders will have access to a data dashboard that will provide Fort Wayne Community Schools' progress of the Schools of Success and its impact to strengthen the talent pipeline and future workforce.

APPENDIX

The Schools of Success at FWCS would not be obtainable without the support and collaboration with many community leaders, businesses, and post-secondary institutions across Allen County. We are deeply appreciative to each and every person who engaged in the Explore Visit and each phase of the Master Planning:

Ambassador
3DE
3Rivers Credit Union
Black Chamber
Boys and Girls Club
City Council
City of Fort Wayne
Community Foundation
Design Collaborative
Don Wood Foundation
Fort Wayne Urban League
Gensyn Design
Greater Fort Wayne
Ivy Tech College
Junior Achievement
Northeast Indiana Construction Alliance
Northeast Indiana Works
Parkview Health
Purdue Fort Wayne
Renaissance YMCA
Steel Dynamics, Inc
Tobacco Free Allen County
Unity Performing Arts Foundation
United Way of Allen County
Wayne Township Trustee Office