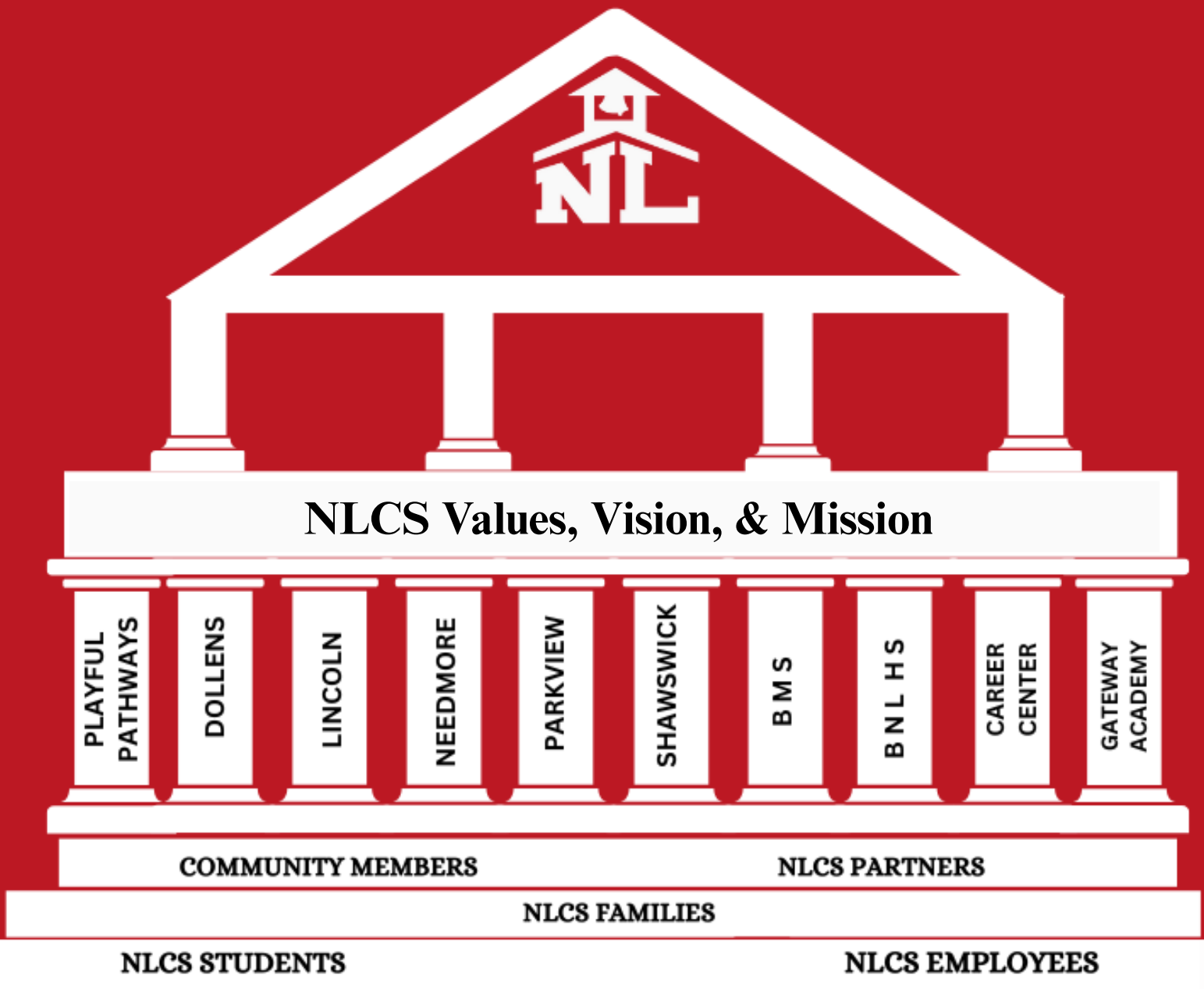


NORTH LAWRENCE COMMUNITY SCHOOLS

STRATEGIC PLAN

High Performance Culture / Continuous Improvement



Purpose of the Strategic Plan

The purpose of this Strategic Plan is to provide a clear vision for guiding our corporation over the next three to five years. The Strategic Plan serves as a clear, forward-thinking roadmap rooted in our community values. The document outlines our overarching focus areas, the key strategies we will use to strengthen them, and the performance outcomes we will use to measure progress and success. It is designed to ensure alignment across all departments, promote transparency, and foster accountability at every level of the organization.

Communicating Long-Term Focus Areas

At its core, the Strategic Plan communicates the direction the corporation is heading by defining expectations for our future. It highlights the major goals that will shape our decisions and initiatives in the coming years, ensuring that all stakeholders—students, families, staff, community members, and partners—understand our vision and how we plan to achieve it. These focus areas reflect our commitment to excellence, innovation, achievement, and growth.

Strategic Implementation and Progress Monitoring

This Strategic Plan defines the strategies for how we will improve each focus area to ensure we achieve desired outcomes. Each strategic priority includes actionable steps and initiatives, grounded in data and best practices. Alongside these strategies, we establish guideposts: measurable indicators, and benchmarks that will help us monitor progress, evaluate impact, and make informed adjustments along the way. These metrics ensure that we remain focused, results-driven, and adaptive.

A Living Document Responsive to Emerging Needs

While this Strategic Plan sets a solid foundation for decision-making and resource allocation, it is also intentionally flexible. We recognize that priorities may evolve due to changing circumstances, new opportunities, or emerging needs within our community. Therefore, the plan is a living document, one that will be revisited regularly and refined as needed to stay responsive, relevant, and aligned with our mission, vision, and values.



OUR CORE VALUES

Our core values define our most important principles and beliefs concerning students, schools, and community. They guide our actions, serve as a basis for our decisions, and provide stability and direction to the corporation.



ACADEMIC & CAREER SUCCESS

We place students at the center of every decision, ensuring a safe and supportive environment that meets their academic, social, emotional, and physical needs, while recognizing that high-quality staff are key to our success.



CONTINUOUS IMPROVEMENT

We value ongoing, incremental improvements that promote employee engagement and goal alignment, supported by thoughtful, evidence-based decision-making.



COLLABORATION

We believe that strong parent and community involvement enhances student learning, and that open, transparent communication is essential to building and maintaining trust with all stakeholders.



OPPORTUNITY

We create pathways to success by offering inclusive experiences and ensuring all students have the support they need to achieve their full potential.



RESPONSIBILITY

We believe that students and employees thrive when held to high standards, and that fiscal responsibility is essential to achieving our long-term vision.

Superintendent's Message

North Lawrence Community Schools provide a pathway to higher performance in an ever-changing world. To achieve our vision of becoming a high-performing district in the top half of Indiana schools, we have adopted the operating philosophy of **Continuous Improvement (CI)**. CI is defined as, ensuring the ongoing development of processes and outcomes through evidence-based strategies, and by empowering staff and students to exceed stakeholder expectations. We believe that the CI philosophy, along with its related tools and processes, represents a proven method for creating a High-Performance Culture.

As an important first step, we have developed a corporation strategic plan that includes:

- Core Values
- Vision
- Mission
- Focus Areas
- Appendices



Our strategic plan was a collaborative effort, starting with the Administrative Support Team and incorporating input from faculty, staff, and the Board of School Trustees as community representatives. We appreciate the dedication, professionalism, and support of our staff, faculty, administrators, students, families, and community members as we begin the challenging work indicated in the following pages.

Thank You,

A handwritten signature in black ink, reading 'K. R. Yancey'.

Kevin Yancey, Superintendent

The Core Drivers: Values, Vision, & Mission

Building a Culture of Excellence at North Lawrence Community Schools

At North Lawrence Community Schools (NLCS), our vision and mission are driven by a commitment to a high-performance culture rooted in our core values.

OUR VISION

Building STARS

We will be a high-performing school system where we will build the STARS of tomorrow by achieving excellence in education and ensuring strong performances across all key indicators and outcomes.

OUR MISSION

Equipping every STAR with pathways to success

Our mission is to provide pathways to success for every student by embedding our values, vision, and focus areas into daily practice. Through a whole-child approach that emphasizes academic achievement, social-emotional development, character building, and consistent engagement, we aim to graduate students who are confident, well-rounded, and prepared to thrive in post-secondary learning, meaningful careers, or military service.





FOCUS AREA #1

Academics: Student Learning

To elevate academic proficiency and inspire student achievement at North Lawrence Community Schools.



Key Strategies:

- Provide a rigorous standards-aligned curriculum, and effective [instructional strategies](#).
 - *Student Engagement* [\(Pg. 37\)](#)
 - *Curriculum Maps (K-12 Math, ELA)*
- Expand and improve programs that support students with diverse academic needs to ensure all students reach their full potential. [Special Education Initiatives](#)
 - *High Ability Programming* [HERE](#)
 - *Increasing Student Engagement* [\(Pg. 18\)](#)
- Integrate authentic common assessment measures to ensure relevance for students, promote achievement, and accurately communicate what has been learned.
 - *Implementing Common Assessments* [\(Pg. 17\)](#)
 - *Math (2025/2026) ELA (2026/2027)*
- Use data-driven instruction to address each student's unique learning needs, accelerating growth and closing achievement gaps. - *ILEARN Data* [\(Pg. 20-26\)](#)
- Achieve grade-level literacy and numeracy proficiency by focusing on foundation skills and early intervention. - *IREAD Data* [\(Pg. 27-32\)](#)
 - *WIN Time RTI* [\(Pg. 13\)](#)
- Prepare students for post-secondary success by offering a range of academic and career-oriented pathways. NLCS Score Card
 - *PSAT Data* [\(Pg. 33\)](#)
 - *SAT Data* [\(Pg. 34\)](#)
 - *BNL Graduation Rate Data* [\(Pg. 35-36\)](#)





Required Outcomes:

IREAD Assessments:

- The percentage of all students in grades three who pass the state IREAD assessment will increase from 79.4% in the spring/summer of 2024 to 90% by August of 2027.

ILEARN Assessments:

- The percentage of students in grades three through eight who are proficient on the state ELA assessment will grow from 35.6% in the spring of 2024 to at or above 55% by spring of 2028.
- The percentage of students in grades three through eight who are proficient on the state Math assessment will grow from 36.2% in the spring of 2024 to at or above 55% by spring of 2028.

*ILEARN Guardrails:

- Do not allow a proficiency drop of more than five percent when moving from one grade to the next. (grade 4 in SY1 to grade 5 in SY2).
- Do not allow a proficiency difference of more than ten percent between schools for each grade.
- Do not allow a proficiency difference of more than twelve percent between ELA assessment results and Math assessment results for each grade.
- Do not allow General Education IREAD proficiency to drop below 98% starting in 2025/2026.

SAT Assessments:

- The percentage of high school sophomores who pass the state PSAT Math assessment will grow from 29% in the fall of 2024 to 40% by the fall of 2028.
- The percentage of high school juniors who pass the state SAT Math assessment will grow from 24.1% in 2024 to 40% by spring of 2028.

Graduation Pathways:

- Beginning in the 2025-2026 school year, every Freshman student will be on a Graduation Pathway that includes the potential to receive at least two Honors Seals with their Diploma.
- Beginning in the 2027-2028 school year, every Junior student will be on a Graduation Pathway that includes the potential to receive at least one Honor Seal with their Diploma.



FOCUS AREA #2

Wellness: Student Support

Ensure a safe, and supportive learning environment that addresses the social, emotional, academic, and mental health needs of all students and families.



Key Strategies:

- Create a secure environment for all students and staff. [\(Pg. 8 & 10\)](#)
- Serve as a resource for families who need assistance or have school concerns. [\(Pg. 8\)](#)
- Ensure all students' social and emotional needs are met and supported. [\(Pg. 9\)](#)

Required Outcomes:

- Comprehensive mental health support in every building. [\(Pg. 9\)](#)
- All facilities are safe and ADA compliant.
- SRO coverage in all academic buildings. [\(Pg. 10\)](#)





FOCUS AREA #3

Employees: Growth & Satisfaction

To attract, nurture, and retain exceptional talent dedicated to excellence.



Key Strategies:

- Recruit, hire, onboard, and retain a premier staff. [Scorecard](#)
- Provide a total rewards package, including benefits, professional development, and work-life balance initiatives. [Benefits](#)
- Determine a competitive pay scale while ensuring sustainability over time without impacting other critical resources.
- Implement an accurate and effective evaluation system.
- Remain competitive and maintain alignment with strategic objectives by conducting annual reviews.

[Culture/Climate Survey \(2025-2026\)](#) [2024-2025](#) [2023-2024](#)

- Cultivate a positive relationship with the teacher's association.



Required Outcomes:

- Increase total teacher compensation* annually while remaining consistent with strategic goals, budget constraints, and state laws. [Teacher Pay Scale](#)

Compensation Guardrail:

- Do not exceed 30% of an individual employee's salary for the total non-salary compensation.



FOCUS AREA #4

Operations: Facilities & Technology

To maintain and modernize facilities at North Lawrence Community Schools, creating an optimal environment for learning and growth.



Key Strategies:

- Continuous refinement of cost-effective and efficient daily operations.
- Equip facilities with updated technology infrastructure that supports current and future educational needs. [Technology Initiatives](#)
- Detailed and long-term planning of maintenance and improvement of facilities.
[Maintenance Spreadsheet](#) [Maintenance Project Photos](#)
- Foster community involvement in the improvement process to build support and maintain trust throughout each project phase. [Communication Initiatives](#)
- Flexible long-term financial planning. [NLCS Economic Plan](#)

Required Outcomes:

- Identify the condition of existing facilities, prioritize areas requiring immediate attention, and establish a baseline for improvement. **- 2025 Facilities Study**
[BNL High School](#) [Bedford Middle School](#) [Parkview](#) [Dollens](#) [Lincoln](#)
- Create a phased improvement plan with specific projects and timelines, ensuring that the most critical updates are prioritized. **- 2025 Facilities Study**
- Provide semi-annual reports for all plans and projects. **- 2025 Facilities Study**

APPENDIX

MANAGEMENT BY DATA:

NLCS Dashboard and Scorecard

NLCS corporation is creating a district dashboard and scorecard to enable management by data. Both tools are intended to help the various levels of the system, as well as all employee and student groups, focus on the most important performance indicators—those results that we will strive to continuously improve until we reach our goal of performing among the upper quartile of all school corporations across Indiana.

The **NLCS dashboard** includes performance indicators recognized as the most important leading indicators of student learning success. Just like the dashboards in our automobiles, an organization dashboard must frequently produce reliable data that can be used for instructional and managerial decision-making. The NLCS dashboard indicates which best practice measures have been selected to give us continuous information about our performance. We have selected assessments and measurement tools that provide data to the system on a daily, weekly, monthly, or quarterly basis. Example: common formative and common summative assessments, quarterly assessments, and weekly quizzes.

Each school, classroom, and support department has initiated the creation of aligned dashboards, and we have begun to link the development of teacher and employee dashboards to our ongoing performance evaluation systems.



The NLCS scorecard contains several additional performance indicators that are also important to monitor, but which are measured annually. (e.g., graduation rate, dropout rate, ILEARN and SAT results)

Additionally, the scorecard includes non-student learning indicators such as satisfaction levels of employees, students, and stakeholders; financial results; and facility adequacy data.

Performance results linked to the NLCS dashboard will be reviewed multiple times each year during **System-to-System (S2S)** Talks that occur between the Superintendent and building leaders; building leaders and faculty and staff; and teachers with students. **Systems-To-Systems Data Analysis** is the process of examining and interpreting data exchanged between different systems to ensure accuracy, efficiency, and meaningful insights. It involves comparing, integrating, and analyzing data from multiple sources to improve decision-making, detect patterns, and optimize performance.

Annually, the district reviews (with appropriate directors and building leaders) additional data contained in the scorecard. We believe that excellent results in our dashboard performance indicators will result in improved scorecard results.