



UPDATE
OF THE
2016-2020 STRATEGIC PLAN
FOR THE
MSD OF LAWRENCE TOWNSHIP,
APRIL 16, 2018

Recommended Board Goals for 2017-18

1. The letter grade for the MSD of Lawrence Township as assigned by the Indiana Department of Education shall be a B or higher.
2. The letter grade for each school within the MSD of Lawrence Township as assigned by the Indiana Department of Education shall be a C or higher.
3. The graduation rates for Lawrence Central High School and Lawrence North High School shall be no lower than 90%.
4. The achievement gap will decrease between all ESSA identified subgroups with a special emphasis regarding race and socioeconomic status.
5. Maintain a strong fiscal outlook for the district including a \$10 million cash balance.



Priority 1 - Accelerate Student Achievement

Focus Area: Student Achievement

Achieve the highest levels of academic rigor

- By June 1, 2018, realize a 5% increase of the 3rd grade pass rate in both English/Language Arts and Mathematics as measured by ISTEP/ILearn..
- By June 1, 2018, realize a 10% increase in the pass rate for each cohort as measured by ISTEP/ILearn.
- By June 1, 2018, LT will exceed the national average of 1.8 point growth in the RigorWalk assessment. (This assessment incorporates school culture as well as the pillars for rigorous teaching and learning.)
- By June 1, 2018, every English Language Learner will increase by at least one level as determined by the WIDA assessment.



Q1 Update - Accelerate Student Achievement

Focus Area: Student Achievement:

- Ongoing PD for all teachers
- 1st quarter district common assessment results:
 - 6% increase in students at mastery in 3rd grade E/LA
 - 1% increase in 3rd grade math
 - 9% increase in 4th grade E/LA
 - 3% increase in 4th grade math
 - 6% increase in 5th grade E/LA
 - 3% increase in 5th grade math
 - 3% increase in average score in 7th grade ELA
 - 6% increase in average score in 7th grade math
 - 3% increase in average score in 8th grade ELA
 - 2% increase in average score in 8th grade math



Q2 Update - Accelerate Student Achievement

Focus Area: Student Achievement:

- Ongoing PD for all teachers
- RigorWalk Average Score increase of 1.2 for 1st Semester
 - Average Yearly Growth Nationwide = 1.8
- 2nd Quarter Common Assessment Results
 - 2% increase in students at mastery in 3rd grade ELA; 7% increase in math
 - 4% increase in 4th grade E/LA; 1% decrease in math
 - 2% increase in 5th grade math; 5th grade ELA realigned to better match ISTEP
 - 5% increase in 6th grade ELA; 14% increase in 6th grade math
 - 9% increase in students scoring over 70% in 7th grade ELA
 - 8% decrease in students scoring over 70% in 7th grade math
 - 15% increase in students scoring over 70% in 8th grade ELA
 - 12% increase in students scoring over 70% in 8th grade pre-Algebra
- Expansion of Bilingual Education
 - Skiles Test Enrollments for K and 1
 - Expansion planning for 2nd grade at HH, MC, IC, SS



Priority 1 - Accelerate Student Achievement

Focus Area: Instructional Technology

Increase student engagement with technology

- By August 30, 2017, 100% of the 1:1 devices for grades 5-12 students will be deployed to students.
- By February 1, 2018, information and recommendations will be brought to the Board to more fully incorporate STEM into preK-12 curriculum.
- By August 1, 2018, 50% of MSDLT classrooms will utilize technology for short-cycle formative assessment of student learning.



Q1 Update - Accelerate Student Achievement

Focus Area: Instructional Technology

- STEM:
 - STEMScopes implemented at every elementary
 - STEM for ALL Research and Development Team has travelled to other schools/districts to learn
 - Coalition meets again on Nov. 14 to learn from the research and development team.
- Short-Cycle formative assessment tools:
 - LSI Tracker
 - GoFormative
 - Canvas
 - Socrative
 - Dynow



Q2 Update - Accelerate Student Achievement

Focus Area: Instructional Technology

- LT STEM for ALL 9 Recommendations Presented and Approved
- IDOE Digital Learning Grant Awarded
 - \$75,000
 - PLTW expansion
 - Integrated curriculum
 - Maker-Space



Priority 2 - Enhance Student Experiences

Focus Area: Student Services

Implement a district-based system of care

- By June 1, 2018, each school will reach an Avg Daily Attendance (ADA) of 96% (per ESSA) or will increase 1% or more as compared to last school year.
- By June 1, 2018, the total days students are excluded from instruction (suspended/expelled) will decrease by 10% as compared to last school year.
- Utilizing *Communities in Schools* and *Reach for Youth* organizations, the students receiving services for identified, specific needs will significantly increase as compared to last school year.
- By June 1, 2018, staff will increase application and understanding of PBIS and Restorative Practices by at least 25% as measured by a pre and post walk-through assessment.



Q1 Update - Enhance Student Experiences

Focus Area: Student Services

- Building based attendance initiatives
- Partnership with the Prosecutor's Office
- Communities in Schools well under way at BP and WR. Approximately 30 case managed students at each school (Goal: 10% of student population)
- Planning for CIS expansion at IC, SS, and HH for the 2018-19 school year
- Beginning to see the impact of PBIS and Restorative Practice training
 - Reduced infractions and exclusions
 - Conditions for learning
 - Focus on adult responsibilities



Q2 Update - Enhance Student Experiences

Focus Area: Student Services

- Building based attendance incentives
- Ongoing partnership with the Prosecutor's Office to address student attendance
- New Communities in Schools Program Coordinator, Darlene Vaughn
- CIS Introductory meetings scheduled for HH, IC, OE, and SS
- Elementary PBIS Coaches (APs) conducting Tiered Fidelity Inventory walk-throughs to assess school wide implementation



Priority 2 - Enhance Student Experiences

Focus Area: Performing Arts

Implement a comprehensive pre-K through 12th grade music program

- By December 1, 2017, work with building administrators to design a master schedule for the middle and high schools allowing band and orchestra instructors to move among buildings in an effort to reach more students and to be more impactful in their instruction.
- By May 1, 2018, with the assistance of an outside advisor, complete an evaluation of the K-12 performing arts offerings and resources and make recommendations for improvement to ensure students in the performing arts are receiving the best experiences and opportunities possible.
- By May 1, 2018, with the assistance of an outside advisor, develop an aligned curriculum by for the K-12 performing arts to ensure all staff have a clear understanding of the objectives for each grade level and to provide consistency as students matriculate through the school system.



Q1 Update - Enhance Student Experiences

Focus Area: Performing Arts

- Master scheduling process begins in late November.
- Outside consultants have been identified for possible work with the Performing Arts Curriculum Team.
- Performing Arts Study Trips over Fall Break:
 - Band - Dallas, Texas
 - Orchestra - Seattle, Washington



Q2 Update - Enhance Student Experiences

Focus Area: Performing Arts

- Comprehensive program review and analysis conducted,
- Analysis and recommendations presented to Dr. Smith,
- Analysis and recommendations presented to Board on April 30.



Priority 2 - Enhance Student Experiences

Focus Area: Athletics & Wellness

Sustain athletic excellence & Improve student wellness

- By June 1, 2018, the boys' and girls' MIC All-Sports standings for each high school will improve by at least one place from the previous school year.
- By December 1, 2017, recommend to the Board of Education additional sports to be offered by the MSDLT along with the requisite coaching stipends.
- By March 1, 2018, implement a plan to improve communication between the MSDLT and youth sports leagues as well as a plan for the efficient and effective distribution of youth league information to MSDLT students.
- By May 1, 2018, complete an evaluation of the K-12 physical education and health offerings and resources and make recommendations for improvement to ensure students are afforded the best experiences and opportunities possible.



Q1 Update - Enhance Student Experiences

Focus Area: Athletics & Wellness

- Improve in MIC Standings
 - Fall Results
 - LC Girls finished 6th in 2016 and 7th in 2017.
 - LC Boys finished 4th in 2016 and 5th in 2017.
 - LN Girls finished 3rd in 2016 and 3rd in 2017. Soccer & Volleyball Sectional Champs.
 - LN Boys finished 5th in 2016 and 6th in 2017. Tennis Sectional Champs.
- New Sport Offerings
 - Presentations forthcoming for middle school golf, tennis (splitting boys team and girls team rather than coed), and club sport formalizing
- Communication for youth leagues
 - New process now in place with all youth league information being directed to central administration and distributed equitably to elementary schools
- New Physical Education Standards from the Department of Education have been delayed
 - Still on target, Spring 2018



Q2 Update - Enhance Student Experiences

Focus Area: Athletics & Wellness

- Improve in MIC Standings
 - Winter Results
 - LC Girls finished tied for 7/8th in 2016-17 and 8th in 2017-18.
 - LC Boys finished 6th in 2016-17 and 8th in 2017-18.
 - LN Girls finished 4th in 2016-17 and 3rd in 2017-18.
 - LN Boys finished 5th in 2016-17 and 4th in 2017-18.
- New Sport Offerings
 - New stipends for 2018-19:
 - Middle School Golf
 - Middle School Tennis (splitting boys team and girls team rather than coed)
 - Club Sports - continued progress
- Communication for youth leagues
 - Process now in place with all youth league information being directed to central administration and distributed equitably to elementary schools.
- New Physical Education Standards from the Department of Education - published December, 2017
 - As is our standard procedure, we will have a committee develop our curriculum over the course of a school year (2018-19) with implementation targeted for 2019-20.



Priority 2 - Enhance Student Experiences

Focus Area: Public Relations & Communications

Activate the LT Brand

- By December 1, 2017 implement a plan to increase awareness of the vision of the MSDLT as evidenced by consistent use of the vision statement in all district publications, presentations, and electronic media.
- By May 1, 2018, implement a plan to increase the number of touchpoints of the MSDLT, as measured by analytics from paid print and digital advertising campaigns throughout Indianapolis.
- By March 1, 2018, implement a plan to increase the digital presence of the MSDLT on Facebook, as measured by both the number following and the analytics of ads and boosted posts intended to promote district excellence and events.



Q1 Update - Enhance Student Experiences

Focus Area: Public Relations & Communications

- Annual Report
- Bilingual Marketing emphasis on Spanish Immersion Expansion to Skiles Test
 - Digital (Ad Network), Social Media, Print Mail, Skylert Phone/Email, etc.
- Participation in November issue of Indianapolis Monthly - School Options Guide (+ad)
 - Monthly Readership of 306,755 w/ 280,000 website hits
- Participation in Colts & Pacers Yearbook (printed annually)
 - 102,000 - 136,000 copies sold of each per season
- Billboard expansion
 - Movement to 465 and 56th Street from 56th and Fall Creek
 - Renewal of billboard on I-69 southbound between 96th & 82nd Street.
- PREP 2 & High School Open Houses
 - 8th grade mailer, yard signs, Facebook promotion



Q2 Update - Enhance Student Experiences

Focus Area: Public Relations & Communications

- Annual Report - Distribution Complete
- Collaboration with HR on development of 2018 Recruitment Materials
- Participation in Star Media First Impression and Drop Down advertising around on Early Childhood Program Registration.
 - 46,707 impressions w/ 156 clicks - a CTR of .33% (National average is .09%)
- February Indianapolis Monthly Educational Options Guide
 - Monthly readership of 305,755 w/ 280,000 website hits
- 256 new Facebook followers since January 1, 2018
- Indianapolis Monthly advertising publication- *Faces of Indy* - Faces of Public Education
- Participation in RTV6 Education Expo with Education Spotlight - 24,000 views
- Indy Child features in January & March with corresponding program ads.
- Coffee with the Superintendent - First event held April 5 at MCIT
- Continuation with City of Lawrence Billboard Campaign



Priority 3 - Maximize Operational Efficiencies

Focus Area: Operations

Improve quality of services

- By June 30, 2018, realize an energy cost-savings of at least 10% in comparison to the corresponding time period of the previous year.
- By February 1, 2018, complete an evaluation of service contracts in the areas of custodial, food service, facilities maintenance and yard/landscaping and present recommendations to the Board of Education.
- By November 1, 2017, present the results of the high school facilities feasibility study to the Board of Education.
- By November 1, 2017, evaluate the options presented by the Building Capacity Task Force and present a cost and implementation plan for each option to the Board.
- By December 1, 2017, working in conjunction with the business office, recommend a revised schedule for Blue Ribbon projects to the Board of Education.



Q1 Update - Maximize Operational Efficiencies


Focus Area: Operations

- Continue to track utility costs & implement energy savings projects
- Continue with site visits and evaluate service agreements for cost analysis
- Feasibility Study, presentation in Nov. 2017
- Building Capacity Study, presentation in Nov. 2017
- Blue Ribbon Updated Plan, presentation in Nov. 2017



Q 2: OPERATIONS

Committee Focus Area:

- Improve the quality of services and cost efficiencies.
 - Transportation: We have implemented the Web app for parents to view bus arrival time Jan. 2018.
 - Continue to evaluate and improve our Safety and Security throughout the district.
 - Looking at three tier busing for cost and operation efficiency and how to adjust to Skiles Test routing for the new immersion implementation.
 - Food Services: Web page and menu upgrades.
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Q2 Update - Maximize Operational Efficiencies

Focus Area: Operations

Current Initiatives:

- Sent out RFP for Yard, Mulch and Athletic Field maintenance and game day prep.
- Making site visits to experience other options/opportunities for cost efficiencies.

Future Items for Board Approval in 2018:

- Continue to evaluate Energy Savings with Solar, LED Lighting, Mechanical upgrades for future projects.
- Prepare RFP for High School and Middle School 6th Grade Academy

Blue Ribbon Facility Upgrades:

- LN/LC Auditorium and Softball upgrades for summer upgrades
- Next renovations SS, AB and Transportation 2019
- LC Concession Building “C”



Priority 3 - Maximize Operational Efficiencies

Focus Area: Business & Finance

Maintain strong financial position

- By June 30, 2018, the business office will have found additional savings and provided guidance in efficient operational practices to maintain a minimum cash balance of \$10 million within district funds and to increase the Rainy Day fund by 10%.
- The business department will continue to research contracted services to find at least an additional 20% savings with implementation of recommendations to begin by the 2018-2019 school year.



Q1 Update - Maximize Operational Efficiencies

Focus Area: Business & Finance

- Continuing to explore budget efficiencies and cost savings to be able to maintain cash balance at \$10 million and increase Rainy Day Fund.
- Continuing to research contracted services that would bring additional savings to the District.



Q2 Update - Maximize Operational Efficiencies

Focus Area: Business & Finance

- Continuing to explore budget efficiencies and cost savings to be able to maintain cash balance at \$10 million and increase Rainy Day Fund.
- Continuing to research contracted services that would bring additional savings to the District.



Priority 3 - Maximize Operational Efficiencies

Focus Area: Technology

Expand sustainable infrastructure

- By February 15, 2018, an application for the CoSN Trusted Learning Environment Seal will be submitted as a means to identify any remaining gaps in LT data security policy, practices and procedures.
- By January 1, 2018, the LT Data Center will be located to Eastgate as a means to support a sustainable infrastructure for LT.
- By December 30, 2017, 100% of the recommended wireless upgrades will be completed in all LT schools.



Q1 Update - Maximize Operational Efficiencies

Focus Area: Technology

- Application for Trusted Learning Environment (TLE) seal briefly on hold, but should still be completed by June 2018.
- LT data center upgrade and transition to Eastgate is on schedule.
- LT wireless upgrades are on schedule.



Q2 Update - Maximize Operational Efficiencies

Focus Area: Technology

- Restarted work on the Trusted Learning Environment (TLE) application and associated practices. The data security and privacy team has completed roughly 25% of the associated tasks. The team still anticipates finishing a draft TLE application by June 2018.
- LT technology staff installed all data center equipment at Eastgate and migrated non-critical servers for testing. Once the testing process concludes, technology staff will migrate production servers overnight or during weekends.
- Completed 100% of the recommended wireless upgrades in all LT schools.



Priority 4 - Attract & Retain Talent

Focus Area: Human Resources

Recruit, Retain, Reward

- By the opening of the 2018-2019 school year, the number of certified minority staff will increase by 5% as compared to this year.
- By March 1, 2018, 50% of certified staff will have participated in a district wide biometric screening process as a means to increase wellness amongst the LT staff.
- By June 1, 2018, the district will increase the number of D³ teacher leadership opportunities for 2018-2019 school year by 10% as compared to this year.



Q1 Update - Attract & Retain Talent

Focus Area: Human Resources

- Recruit, Retain, Reward
 - For the school year 2016-2017 (23) Certified Staff of Color were hired. An increase of 5% would be (25) Certified Staff of Color hired in 2018-19.
 - Targeted Recruiting
- LT Wellness
 - Step 1 is Biometric Screening
 - CHN Partnership - Cost \$50-\$60 per screen.
 - Employee receives immediate results.
 - District results will immediately follow screening.
- D3 Increase Team Leads by 10%
 - Middle School Implementation
 - Lilly Grant



Q2 Update - Attract & Retain Talent

Focus Area: Human Resources

- Recruit, Retain, Reward
 - Increase Certified Bilingual and Teachers of Color through Targeted Recruiting
 - Puerto Rico, NMSU, Chicago, IUPUI EPIC Ed, Multicultural Job Fair
 - District Based Alternative Certification Program (DBAC)
 - LT Wellness
 - Biometric Screening
 - 528 (44%) of LT Health Plan members participated in the Biometric Screening
 - 562 (46%) participated in the Wellness Survey
 - Next Step - LT Wellness Plan Design
 - D3 Increase Team Leads by 10%
 - Middle School Implementation
 - Elementary School Advisor Leads
- 