



IRVINGTON COMMUNITY SCHOOLS

STRATEGIC PLAN 2023-2026



ACADEMIC

ICS students will be challenged to meet and exceed high academic, attendance, conduct, & interpersonal expectations.

ICS will provide students with the resources necessary to help them do so.



HUMAN RESOURCES

ICS will attract, recruit, and hire using efficient, thorough, and personalized onboarding. ICS will retain high-quality staff members and provide them with growth opportunities and continued support.



WELL-BEING

ICS will provide its students and staff clean, orderly, safe, and inviting places where they will work and learn. ICS will offer resources that support their social, emotional, and physical well-being.



FINANCIAL STEWARDSHIP

ICS will operate under clearly defined policies and procedures which govern daily operations. ICS will employ sound business and financial practices in order to be good stewards of its financial resources.



COMMUNICATION

ICS will collaborate effectively with its community partners to raise awareness of the school corporation. ICS will expand its sphere of influence and presence as the high-quality Eastside educational choice.

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ACADEMIC

ICS students will be challenged to meet and exceed high academic, attendance, conduct, & interpersonal expectations.

ICS will provide students with the resources necessary to help them do so.

GOAL 1: Teachers will provide vertically aligned, rigorous, high-quality, instruction leading to student mastery of grade level expectations as measured by an average of 70% of students demonstrating mastery on grade level standards-based assessments in the 2023-2024 school year, increasing to an average of 80% mastery in the 2024-2025 school year, with similar performance across subgroups.

ICES Strategies:

- School-wide writers workshops, including weekly extended writing prompts in intermediate grades, and grade level standards accountability for computation.
- Reinforce consistent implementation of school-wide curriculum in Reading & Math, including further professional development on how to most effectively use these programs.

ICMS Strategies:

- Professional development on vertical alignment, teacher clarity, and assessments aligned to standards.
- Continued efforts in curriculum mapping as well as further developing Core Learning Outcomes to meet the needs of both interdisciplinary and disciplinary transfer goals.

IPA Strategies:

- Professional development to give teachers tools for more rigorous questioning strategies and how to address significant reading gaps in high school-aged students.
- Implementation of an “honors” partial schedule for Seniors who meet certain criteria, eliminating Ds from the grading scale, adjustments to the existing late work policy, requiring AP courses for all Juniors and Seniors
- Adjusting data meetings to reflect more of a PLC model.

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GOAL 2: Students will demonstrate skills and plans for postsecondary success through individualized supports aligned to their goals as measured by the use of interest inventories and career planning at ICES, career readiness rubrics at ICMS, and graduation rate and post-secondary plans at IPA, as measured by 80% of all students being able to verbally articulate post-secondary plans, and an 80% graduation rate at IPA.

ICES Strategies:

- Implement Career day/week visitors and implement career interest inventories.
- Regular embedding of classroom discussions on related career fields during units of study, following field trips, etc.

ICMS Strategies:

- Implement interest inventories and further develop opportunities for career exploration.
- Creating a “Profile of a Raven” highlighting key skills each student should acquire as well as ways to assess the students progress towards these goals.

IPA Strategies:

- Focus on career planning through guest speakers, Career Day visits, interest inventories, the implementation of digital portfolios through Naviance, and increased usage of career exploration tools through the College Board’s “My Big Future” platform.
- Embedding “soft skills” employability skills into support classes.
- Implementation of Early College program through UIndy’s Urban College Acceleration Network with the first cohort beginning in the 2023-24 school year.

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ICS will provide students with the resources necessary to help them do so.

GOAL 3: ICS will provide effective individualized supports for educational success for all students inclusive of all abilities, cultural and socio-economic backgrounds as measured by no more than a 15 percentage point difference in the percentage of students passing standardized assessments by subgroup on the Spring 2024 ILEARN and SAT assessments, decreasing to no more than a 10 percentage point difference on the Spring 2025 ILEARN and SAT assessments.

ICES Strategies:

- Increase the usage of small groups to support behavior interventions, and increased focus on growth mindset, self-regulation, conflict resolution, working with others, executive functioning skills, and problem solving with additional guidance lessons in the classrooms.
- Implement improved MTSS process with more frequent check-ins and resources for intervention strategies.

ICMS Strategies:

- Adjustment to daily schedule, including implementation of flex classes that will best meet students' individual needs.
- Add support staff for ELL students. Implement Orton Gillingham literacy interventions to ELL students.
- Implement improved MTSS process with more frequent check-ins and resources for intervention strategies

IPA Strategies:

- Restructuring of Advisory time and increased accountability for teachers who do not follow the prescribed plan, including use of responsive academic support platform such as Exact Path.
- Implement improved MTSS process with more frequent check-ins and resources for intervention strategies

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HUMAN RESOURCES

ICS will attract, recruit, and hire using efficient, thorough, and personalized onboarding. ICS will retain high-quality staff members and provide them with growth opportunities and continued support.

GOAL 1: Conduct the full-cycle recruitment process from a diverse applicant pool to ensure the best qualified candidates for the organization.

Strategies:

- During the interview phase, implement tours/shadow days to prospective candidates to provide a preview of what ICS has to offer.
- Sourcing candidates from a diverse applicant pool:
 - Build a better social media presence
 - Build relationships with surrounding colleges; make sure they have information to provide to graduating students
 - Research and attend college hiring fairs
 - Recruit student teachers from programs that have an urban educators program

GOAL 2: Foster retention by providing teachers and staff with administrative support, collaboration opportunities, and by encouraging ICS community involvement.

Strategies:

- Restructure the “Teacher Mentor” program for new hires.
 - Restructure the “Teacher Mentor” program for new hires.
 - Consider having both a “Teacher Mentor” and a “Peer Mentor.”
 - The peer mentor will focus less on academics, and more on integrating new hires into the school culture.
- Implement a strategic process for professional development
- Provide professional development opportunities specifically for mid-level teachers

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WELL-BEING

ICS will provide its students and staff clean, orderly, safe, and inviting places where they will work and learn. ICS will offer resources that support their social, emotional, and physical well-being.

GOAL 1: The percentage of students in Grades 3-5 reporting a sense of "Challenging Feelings" on the Panorama Social Emotional Learning surveys will decrease from 55% in 2023 to no more than 45% on the 2024 survey.

GOAL 2: The percentage of students in Grades 6-12 reporting a sense of "Challenging Feelings" on the Panorama Social Emotional Learning surveys will decrease from 43% in 2023 to no more than 33% on the 2024 survey.

Strategies:

- Facilities: Providing a safe, clean and inviting place to learn and work
- Mental Health Support: Helping students manage stress
- Social Services and Community Supports: Assisting families with accessing community resources to meet health and wellness needs
- Addition Strategy for IPA: FAFSA Completion

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FINANCIAL STEWARDSHIP

ICS will operate under clearly defined policies and procedures which govern daily operations. ICS will employ sound business and financial practices in order to be good stewards of its financial resources.

GOAL 1: ICS finance committee will review and revise existing financial control policy and procedures to eliminate barriers to equity and ensure accuracy and relevancy as required by governing agencies by June 2024.

Strategies:

- Begin by reviewing existing table of contents for edits.
- Begin making corrections/additions/edits to policy manual.
- Invite 3rd party for objective review.

GOAL 3: Operational policy and procedures goal needed by 2025

Strategies:

- Begin by reviewing existing table of contents for edits.
- Use consultant prepared SOP manual as a beginning.
- Invite 3rd party for review to insure equity.

GOAL 2: ICS finance committee will develop a 3 year strategic financial projection to ensure ongoing sustainability post-esser funding that ensures equitable access to high-quality education for all students by 2024.

Strategies:

- Develop salary strands to determine equity.
- Create projections based on several different enrollment scenarios.
- Plan needs to incorporate potential costs of building enhancement/additions since current facilities could limit growth potentials.

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COMMUNICATION

ICS will collaborate effectively with its community partners to raise awareness of the school corporation. ICS will expand its sphere of influence and presence as the high-quality Eastside educational choice.

GOAL 1: Committee will increase the level of representation and engagement on the eastside in order to increase enrollment and provide collaborative opportunities for students, families, and staff alongside community partners by June 2024.

Strategies:

- By joining various community councils, businesses and boards, the ICS leadership, staff and families will represent the schools in neighborhood-level engagements
- Engage with local preschools, centers and home-based child care providers to establish pipeline for enrollment and Kindergarten Roundup Partnerships
- Create a calendar to update the corporate and school website
- Design and publish a student-led social media channels
- Explore student-led news and athletic contest broadcast
- Prioritize five priority stakeholder businesses, agencies, higher ed and stakeholder groups intentional outcomes
- Connect with local entities to establish key events, activities where ICS can be present to promote
- Establish our “niche” as a grassroots, community school and align with the “catch” to use in public marketing strategies