



Irvington Community Schools

Strategic Plan 2026 - 2029

A three-year roadmap for stronger student outcomes, stronger schools, and stronger
community impact

Irvington Community Schools' Mission is to...

- Provide a small, safe learning community where respectful behaviors are modeled and expected.
- Offer a college-prep, career-readiness curriculum that focuses on developing a strong work ethic and creative thinking.
- Prepare all students for post-secondary success.
- Develop responsible citizens through involvement in service learning and community engagement for the betterment of local and global communities.

*The Irvington Way. . . "Be Respectful, Be Responsible, Be Safe, Be Involved,
Be Focused"*

Why This Plan, Why Now

- ICS is entering a period that requires both clarity and focus: changing accountability expectations, Indiana GPS implementation, enrollment pressures, staffing challenges, and evolving student needs.
- This plan translates spring retreat discussion into a practical three-year direction for the organization.
- It is designed to help ICS align mission, resources, programming, and communication around a shared set of priorities.
- The result is a roadmap that supports students more effectively while strengthening long-term sustainability and accountability.

How the Plan Was Developed

- Built from themes and priorities identified during the Spring 2026 Board of Governors and ICS leadership retreat.
- Organized into the five ICS pillars: Academics, Community Engagement and Communication, Financial Stewardship, Well-Being, and Human Resources.
- Refined into a three-year sequence so ICS can phase work realistically rather than trying to do everything at once.
- Designed for multiple audiences: board governance, leadership execution, staff alignment, and accountability to OEI, students, families, and staff.

Strategic Plan Overview

The ICS Strategic Plan is organized around five priorities that together support student readiness, organizational strength, and mission alignment.

- Academics and Student Readiness
- Community Engagement and Communication
- Financial Stewardship
- Well-Being
- Human Resources and Talent Development

Together, these pillars create a balanced strategy that addresses both immediate operating realities and long-term growth.

Strategic Plan Accountability Table

Strategic Priority	Board Oversight	Corporate Lead(s)	School-Based Leads
<ul style="list-style-type: none"> Academics and Student Readiness 	Academic Committee	CAO and Director of Special Education	Principals, Literacy Coach
<ul style="list-style-type: none"> Community Engagement and Communication 	Governance/ Advancement Committee	CEO	Principals, counselors, enrollment staff
<ul style="list-style-type: none"> Financial Stewardship 	Finance Committee	CEO	Principals (school budget)
<ul style="list-style-type: none"> Well-Being 	Academic Committee	CAO	Principals and Counselors
<ul style="list-style-type: none"> Human Resources and Talent Development 	Governance Committee	Director of Human Resources and CAO	Principals

Pillar 1: Academics and Student Readiness

Deliver rigorous, inclusive, future-focused learning that prepares every student for college, career, enlistment, and civic life.

- **Goal 1: Academic Growth:** By June 2029, Irvington Community Schools will increase student academic growth in Reading and Mathematics such that all schools earn at least 75% of students meet or exceed projected growth targets on local and state assessments
- **Goal 2: Academic Achievement & Literacy:** By June 2029, Irvington Community Schools will increase student achievement by improving districtwide proficiency by at least 15 percentage points in English/Language Arts and 10 percentage points in Mathematics (as measured in NWEA and ICES screeners), while achieving a districtwide IREAD-3 pass rate of 90% and ensuring at least 80% of K-2 students meet benchmark literacy expectations.

Pillar 1: Academics and Student Readiness

Deliver rigorous, inclusive, future-focused learning that prepares every student for college, career, enlistment, and civic life.

- **Goal 3: Equity, Engagement, and Attendance:** By June 2029, Irvington Community Schools will reduce achievement gaps among student groups to less than 10 percentage points (on state and local assessments), maintain district attendance of at least 95%, reduce chronic absenteeism annually, and ensure all schools earn at least a Meets Standard rating on OEI subgroup and attendance indicators.
- **Goal 4: Postsecondary Readiness & Indiana GPS Success:** By June 2029, Irvington Community Schools will prepare every student for college, career, enlistment, and civic life by achieving a graduation rate of at least 93%, a FAFSA completion rate of at least 90%, a freshman on-track rate of at least 90%, 100% completion of an Indiana GPS-aligned graduation pathway, and annual increases in participation in work-based learning, dual credit, industry credentials, and other postsecondary readiness opportunities.

Pillar 2: Community Engagement and Communication

Goal: Strengthen trust, visibility, and partnership by clearly telling the ICS story and deepening family, alumni, and community relationships.

- Clarify the “Why ICS?” message for current and prospective families.
- Improve outreach, enrollment, website quality, and social media consistency.
- Build stronger partnerships for internships, mentoring, service, and job-connected opportunities.
- Elevate student voice in storytelling and recruitment content with adult guidance.

What success looks like: stronger enrollment pipelines, more engaged families, more active partnerships, improved community visibility, and more authentic student-centered storytelling.

Pillar 3: Financial Stewardship

Goal: Steward resources responsibly while strengthening long-term sustainability and mission-aligned investment.

- Align budgets, staffing, and spending decisions to strategic priorities and student needs.
- Develop a multi-year fundraising strategy, including grants, annual giving, sponsorships, and endowment growth.
- Evaluate debt, refinance opportunities, facilities priorities, and possible location opportunities.
- Make disciplined investments that improve enrollment, programming, and organizational stability.

What success looks like: balanced budgets, stronger cash-flow health, expanded fundraising capacity, thoughtful capital planning, and better return on targeted investments.

Pillar 4: Well-Being

Goal: Foster clean, orderly, safe, and inviting environments while supporting the mental, emotional, physical, and relational well-being of students and staff.

- Create a clear board-facing dashboard for student and staff well-being indicators.
- Strengthen whole-person supports, including mental wellness, academic confidence, emotional support, and healthy school culture.
- Improve student and staff environments through targeted space and facility enhancements.
- Leverage grants, sponsorships, and partnerships to expand wellness supports.

What success looks like: improved attendance, stronger belonging and climate data, higher staff satisfaction and retention, and visible progress in learning and working conditions.

Pillar 5: Human Resources and Talent Development

Goal: Retain and develop mission-aligned talent through strong recruitment, onboarding, mentoring, and leadership development.

- Continue building a diverse staff that reflects and serves the student community well.
- Develop a “Grow Your Own” workforce strategy that identifies, develops, and advances students and staff into teaching, leadership, and support roles within the organization.
- Create opportunities for professional growth that encourages employees to build long term careers within the organization.

What success looks like: higher employee retention rates, increased diversity among educators and leaders, internal promotions when opportunities become available.

Three-Year Implementation Roadmap

Year 1: Clarify and Build

Define metrics, assign ownership, establish dashboards, and complete key audits and planning work.

Refresh messaging, strengthen recruitment and outreach systems, and identify priority investments.

Year 2: Launch and Expand

Implement major initiatives across each pillar, including interventions, partnerships, fundraising, wellness supports, and leadership development.

Strengthen execution systems and increase consistency across campuses and departments.

Year 3: Evaluate and Scale

Assess impact, refine what is working, discontinue what is not, and scale the highest-value strategies.

Use evidence from the first two years to shape the next strategic planning cycle.

Governance, Accountability, and OEI Alignment

- Each pillar will have an identified executive owner and an annual action plan by the end of SY26-27.
- Progress will be reviewed through a limited set of board dashboard measures and annual strategic check-ins.
- Financial planning and implementation decisions will remain aligned to authorizer expectations, compliance requirements, and long-term sustainability.
- The plan is intended to support transparent governance, disciplined execution, and clear organizational accountability.

Year 1 Priorities: Academics and Student Readiness

Build Systems, Ensure Consistency, Establish Baselines

Academics & Student Readiness

- Strengthen Tier I instruction in every classroom
- Implement district-wide lesson internalization protocols
- Fully implement curriculum review and mapping cycles
- Expand structured literacy practices and Acadience progress monitoring
- Refine MTSS intervention systems and Flight Time implementation
- Establish actionable data meeting protocols focused on immediate instructional response

Well-Being

- Strengthen MTSS systems for academic, behavioral, and social-emotional support
- Improve attendance and chronic absenteeism monitoring
- Expand student belonging and school climate initiatives
- Increase consistency of student support services across schools

Year 1 Success Measures: Academics and Student Readiness

Consistency Before Complexity — Build the systems that allow every school to improve at scale.

- Lesson internalization implemented in all schools
- Curriculum review cycles completed as scheduled
- MTSS and intervention systems operating with fidelity
- Quarterly Board Dashboard established
- School Improvement Plans aligned to District Improvement Plan
- Principal evaluations aligned to strategic metrics
- District communication and stakeholder feedback systems operational

Year 1 Priorities

- Finalize pillar owners, metrics, and dashboard measures.
- Refresh ICS messaging and improve outreach, enrollment, and communication quality.
- Complete academic, financial, and operational baseline reviews to guide investment decisions.
- Launch priority supports for students and staff that are feasible within current capacity.
- Strengthen recruitment pipelines, onboarding practices, and mentor supports.

Year 1 is about building a strong foundation so the work of Years 2 and 3 can be both realistic and sustainable.

Closing

This strategic plan reflects a shared belief that Irvington Community Schools can deepen its impact by staying mission-centered, student-focused, and disciplined in execution.

Over the next three years, ICS has the opportunity to strengthen academic outcomes, invest in people, tell its story more effectively, and build a more sustainable future for students and families.

