



LINCOLN

CONSOLIDATED SCHOOLS



► STRATEGIC PLAN ◄

2023 – 2028





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Board of Education (L-R):

Jason Moore, Thomas Rollins-Treasurer, Lauren Smith, Matthew Bentley, Jennifer Czachorski-President, Allison Sparks-Secretary, Jennifer LaBombarbe-Vice President

LETTER FROM THE SUPERINTENDENT

Dear Lincoln Consolidated Schools Family,

It is with great pride and gratitude that I serve you as the Superintendent of Lincoln Consolidated Schools (LCS). Our district is not just a collection of schools; it is a vibrant community of dedicated and extremely caring educators, staff, students, families, and community members who have come together to create something truly special. I am humbled by the tireless efforts and unwavering commitment demonstrated by each and every one of you.

First and foremost, I want to express my heartfelt appreciation to our LCS Board of Education and our administrative team, whose visionary leadership and steadfast dedication have laid the foundation for our success. Your guidance and expertise have been invaluable in shaping our district's direction and ensuring that we remain focused on our mission to provide exceptional educational opportunities for ALL our students.

To our remarkable staff, your passion and unwavering dedication to our students is truly commendable. You have embraced the challenge of preparing our students for a rapidly changing world, going above and beyond to foster an environment that nurtures their academic, social, and emotional growth. Your commitment to excellence is evident in the achievements of our students, and I am immensely proud to work alongside such exceptional educators.

To our incredible students, you are the heart and soul of our district. Your curiosity, resilience, and eagerness to learn inspire us all. It is your energy and enthusiasm that keep us motivated to create an educational experience that unlocks your full potential. As we embark on this strategic plan, remember that your dreams are the guiding force behind every decision we make.

I would also like to extend my deepest gratitude to our families, whose ongoing support and active involvement have been instrumental in our collective achievements. Your partnership is invaluable, and together, we will continue to ensure that every student has the opportunity to thrive and succeed.

Last but certainly not least, I want to acknowledge the indispensable role played by our community members and partners. Your continued support, generosity, and collaboration have been instrumental in our journey towards excellence. The LCS community is a shining example of what can be achieved when we come together with a shared purpose.

As we look towards the future, I am filled with excitement and optimism. The potential within our district is boundless, and the opportunities that lie ahead are endless. By staying united and continuing to support one another with kindness, compassion, and love, we will create a brighter future for all our students.

Together, we have crafted a Portrait of a Graduate that reflects our collective aspirations and embodies the values we hold dear. Now, it is time to transform that vision into reality through the implementation of our strategic plan. This plan will guide our efforts, ensuring that we provide a comprehensive and well-rounded education that equips our students with the skills, knowledge, and character to thrive in an ever-changing world.

I am grateful for the opportunity to lead such an extraordinary district, and I am honored to work alongside each and every one of you. Together, let us embrace the challenges and opportunities that lie ahead with determination and unwavering belief in the power of education. With your continued support, I am confident that we will achieve remarkable things.

Thank you for your unparalleled commitment to the students of Lincoln Consolidated Schools. Our journey together is just beginning, and I am excited to see what we will accomplish.

With sincere appreciation,



Robert Jansen
Superintendent, Lincoln Consolidated Schools



PORTRAIT OF A GRADUATE

CRITICAL THINKING

Our students....

- Apply systematic thinking that is clear, rational, open-minded, and informed by evidence
- Understand a global view of societal issues and propose solutions
- Reflect critically on solutions and outcomes in order to effect change
- Take action through skillfully analyzing, assessing, and reconstructing

EMPATHY

Our students...

- Demonstrate awareness, sensitivity, concern, and respect to connect with others' feelings, opinions, experiences, and culture
- Actively chose to consider what others are thinking, feeling, or experiencing when seeking to understand various perspectives and opinions

COMMUNICATION

Our students...

- Articulate thoughts and ideas effectively using oral, written, and nonverbal communication skills in a variety of forms, tools, and contexts
- Listen effectively to understand values, attitudes, intentions, and knowledge
- Use communication for a range of purposes and audiences (e.g. to inform, instruct, motivate, and persuade)

COLLABORATION

Our students...

- Recognize personal strengths and validate strengths of others to build collective commitment and action
- Enrich the learning of both self and others
- Seek, contribute, and respond to feedback and diverse perspectives to achieve inclusive, collective outcomes through cooperation and teamwork

GLOBAL CITIZENS

Our students...

- Value and embrace diverse cultures and unique perspectives through mutual respect and open dialogue
- Demonstrate integrity and responsibility through equitable and empathetic behaviors
- Contribute and affect positive change in the health, balance, and sustainability of the world around one's self
- Will leave a personal positive legacy for tomorrow's citizens

ADAPTABILITY

Our students...

- Work effectively in a climate of changing priorities
- Demonstrate agility in thoughts and actions
- Are resilient when faced with adversity
- Understand and balance diverse views and beliefs
- Acclimate to various roles and situations with flexibility



STRATEGIC PLAN PROCESS

Lincoln Consolidated School District community members, in conjunction with district leadership, developed our Portrait of a Graduate, which serves as the vision for our strategic plan. This process began in January 2022 and concluded this summer (2023). This process had roughly 80 stakeholders participate - parents, community members, students, and educators. We conducted a current state analysis to acquire a balanced portrayal of our present reality and identified priorities that will help our Portrait come to life. From these priorities, we established goals and strategies through an iterative vetting process, constantly using stakeholder feedback to guide their development.



1

PREPARE

Identify stakeholder participants and establish timelines, tasks, and logistics. (January 2022)

2

ENVISION

Discuss our shared hopes, dreams, and aspirations for all our students. (February 2022)

3

INQUIRE

Explore our current state and desired state considering our Portrait of a Graduate vision. (January 2023)

4

DESIGN/ DEVELOP

Determine the priority areas going forward to bring our Portrait of a Graduate to life for every student. (February 2023)

5

IMPLEMENT/ SUCCEED

Build capacity and resources systemwide to bring the Portrait of a Graduate vision to life and measure progress. (Summer 2023)

“As a LCS community member, my children have learned and grown with so many teachers, cross country, basketball and track coaches and families. As the saying goes, it takes a village... and LCS is the best one to be a part of!”

—Brenda Gonzalez, Teacher & LCS Community Member

GOAL OVERVIEW

GOAL 1

COMMUNITY ENGAGEMENT

LCS will foster an inclusive and supportive school community through meaningful engagement striving to empower all students to achieve their full potential.

GOAL 2

SCHOOL CLIMATE / CULTURE

LCS will commit to being a learning organization driven by a Multi-Tiered System of Supports (MTSS) Framework where students and staff thrive in safe, supportive, nurturing environments; with a collective drive to integrate a culture that honors human differences, supports continuous growth, and is committed to removing barriers enabling all learners to embody the LCS Portrait of a Graduate profile.

GOAL 3

ACADEMIC ACHIEVEMENT / STUDENT SUCCESS

LCS will provide ALL Lincoln Railsplitters with equitable academic experiences grounded in high expectations and deeper learning, personalized to student needs and interests, allowing each student to thrive and reach their greatest potential as they achieve employment, enrollment, enlistment, or entrepreneurship.

GOAL 4

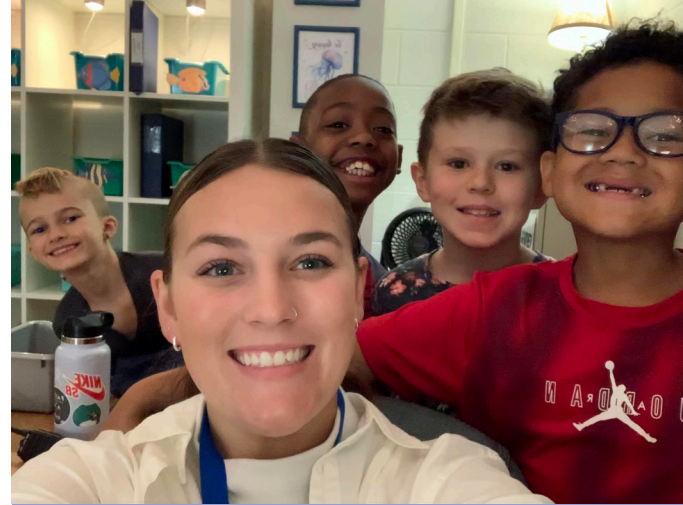
COMMUNICATION

LCS will design a modern, consistent, and sustainable district-wide communication system that promotes positive engagement with all current and potential stakeholders.

GOAL 5

FINANCE / FACILITIES

LCS will develop, support, and operate an energy efficient, attractive, safe, and well-maintained campus, with an equitable distribution of resources for all stakeholders.



“What I love most about LCS is the commitment, community, and culture. A commitment from all staff to ensure the success of all students socially, emotionally, and academically. A community that thrives on building relationships with others and supporting one another through challenging times. And a culture where our differences are acknowledged, celebrated, and appreciated.”

**—Maykayla Roeder
Special Education Teacher
Bishop Elementary**



GOALS, OBJECTIVES, & STRATEGIES

GOAL 1

COMMUNITY ENGAGEMENT

LCS will foster an inclusive and supportive school community through meaningful engagement striving to empower all students to achieve their full potential.

Strategy 1.1: Increase community involvement by offering diverse and inclusive opportunities to engage with schools and support student academic success.

Objectives

- 1.1.1 Create and publicize opportunities within the buildings.
 - 1.1.2 Create liaison positions at each school responsible for increasing community engagement.
-

Strategy 1.2: Develop student-centric community partnerships.

Objectives

- 1.2.1 Provide students resources and support prioritizing mental health and well-being.
 - 1.2.2 Establish academic support programs to students who are struggling academically.
-

Strategy 1.3: Strengthen partnerships with local businesses and community organizations.

Objectives

- 1.3.1 Develop a comprehensive partnership plan that outlines the goals, objectives, and strategies for engaging with local businesses, community organizations, and higher education institutions.
- 1.3.2 Collaborate with local businesses and community organizations to offer career readiness opportunities that expose students to different career pathways.



GOAL 2

SCHOOL CLIMATE / CULTURE

LCS will commit to being a learning organization driven by a Multi-Tiered System of Supports (MTSS) Framework where students and staff thrive in safe, supportive, nurturing environments; with a collective drive to integrate a culture that honors human differences, supports continuous growth, and is committed to removing barriers enabling all learners to embody the LCS Portrait of a Graduate profile.

Strategy 2.1: Implement a sustainable district-wide Multi-Tiered System of Supports (MTSS) Framework.

Objectives

- 2.1.1 Implement and sustain a district-wide Positive Behavior Intervention System (PBIS).
- 2.1.2 Implement and sustain a Social and Emotional Learning (SEL) competencies and framework.
- 2.1.3 Implement a systematic approach for embedded training and process/procedure documentation to ensure all buildings are a safe and welcoming environment.
- 2.1.4 Institute Restorative Practices.

Strategy 2.2: Create an equitable and inclusive environment at Lincoln Consolidated Schools.

Objectives

- 2.2.1 Maximize stakeholder agency (voice, choice and ownership of personal experiences and growth).
- 2.2.2 Implement the district's Equity Plan. *Equity plan is being developed by the district
- 2.2.3 Provide mental health resources to all stakeholders.
- 2.2.4 Cultivate a safe and welcoming environment in all buildings.
- 2.2.5 Build an inclusive and diverse culture throughout LCS.



"I love that at Lincoln Consolidated Schools, I feel heard. I feel like I have a voice with making changes that will benefit not only my classroom, but also our district! #LincolnStrong"

—Jaclynn Behrendt, Teacher



GOAL 3

ACADEMIC ACHIEVEMENT / STUDENT SUCCESS

LCS will provide ALL Lincoln Railsplitters with equitable academic experiences grounded in high expectations and deeper learning, personalized to student needs and interests, allowing each student to thrive and reach their greatest potential as they achieve employment, enrollment, enlistment, or entrepreneurship.

Strategy 3.1: Implement a PreK-12 comprehensive Multi-Tiered System of Supports (MTSS) Framework.

Objectives

- 3.1.1 Implement Team-Based Leadership.
 - 3.1.2 Implement a Tiered Delivery System.
 - 3.1.3 Implement instructional interventions and supports.
 - 3.1.4 Implement a comprehensive screening and assessment system.
 - 3.1.5 Implement continuous data-based decision making.
-

Strategy 3.2: Provide equitable learning opportunities for students that allow them to maximize their academic growth and educational experiences within the Portrait of a Graduate competencies.

Objectives

- 3.2.1 Implement evolving innovative instruction that engages students' interests and passions with the vital components of deeper learning.
 - 3.2.2 Use systems thinking and professional learning to identify, evaluate, and scale instructional practices that best align with the deeper learning competencies.
-

Strategy 3.3: Provide students equitable programming opportunities.

Objectives

- 3.3.1 Enhance early childhood programming and opportunities.
 - 3.3.2 Increase academic and extracurricular offerings to ensure every student has the opportunity to engage in at least one activity reflecting their needs or interests.
 - 3.3.3 Explore multiple opportunities to meet the needs of our students.
-

Strategy 3.4: Develop strong systems and structures to ensure there is responsibility and accountability for the academic equity work within each school and the district.

Objectives

- 3.4.1 Implement culturally competent teaching practices.
- 3.4.2 Design and implement an equity plan around academic achievement and student success.
- 3.4.3 Recruit and retain a diverse staff who represent our student population.
- 3.4.4 Organize workshops and training sessions for parents and families to support their child's learning.

GOAL 4

COMMUNICATION

LCS will design a modern, consistent, and sustainable district-wide communication system that promotes positive engagement with all current and potential stakeholders.

Strategy 4.1: Improve the clarity, consistency, and frequency of communication with parents, students, staff, and the broader community to ensure that all families can fully and equitably participate in their child's education.

Objectives

4.1.1 Utilize various communication channels to ensure that families and students can easily access information and communicate with the organization.

4.1.2 Use an adaptable communication plan to establish clear expectations for communication frequency, response time, and tone for each type of communication for all audiences.

4.1.3 Provide equitable tools for families to access information about their child's progress and academic performance, including online portals, progress reports, and parent-teacher conferences.

4.1.4 Provide training to staff on effective communication techniques, best practices and resources to help staff communicate effectively and equitably with families and students.

4.1.5 Ensure that communications are accessible to all families and students, regardless of language or ability.

Strategy 4.2: Build a strong, trustworthy brand with a positive reputation.

Objectives

4.2.1 Create a clear and consistent branding strategy that highlights the district's unique qualities and strengths.

4.2.2 Create a media plan for sustained and consistent social media presence, use of emerging channels, and build/maintain traditional media relationships.

4.2.4 Highlight student and alumni successes through recognition programs, awards ceremonies, and student-led events to raise awareness of the district's successes and positive impact on the community.



GOAL 5

FINANCE / FACILITIES

LCS will develop, support, and operate an energy efficient, attractive, safe, and well-maintained campus, with an equitable distribution of resources for all stakeholders.

Strategy 5.1: Create a 5-to-15-year operations and facilities assessment plan establishing excellence in all district facilities by providing an equitable experience for all stakeholders.

Objectives

- 5.1.1 Create a Capital Improvement plan to ensure our students/staff have facilities/equipment to accommodate equity in learning.
 - 5.1.2 Implement a Safety and Security plan to provide the safest learning environment for all Lincoln stakeholders.
 - 5.1.3 Design 10–15-year district master site plan.
 - 5.1.4 Plan for organizational structure changes.
-

Strategy 5.2: Increase energy efficiency initiatives by reducing energy and utility costs to the district over the next five years.

Objectives

- 5.2.1 Implement energy-efficient lighting systems and explore renewable/sustainable/innovative options throughout the district to reduce energy costs.
 - 5.2.2 Implement water reduction plans in restrooms, minimize waste, and explore more recycling options.
-

Strategy 5.3: Maximize current funding streams and develop new funding streams to provide extra revenue for district needs through a five-year plan.

Objectives

- 5.3.1 Establish funding streams for Lincoln Athletic buildings usage.
 - 5.3.2 Establish funding streams for community education programming.
 - 5.3.3 Attract new students, while retaining the current student population. Work to Increase student enrollment with year over year growth and when transitioning from elementary to secondary.
 - 5.3.4 Create Sinking fund/Millage proposals/Bonds.
 - 5.3.5 Implement Grant writing role for the district.
-

Strategy 5.4: Provide an equitable distribution of resources based on data driven analysis on an annual basis.

Objectives

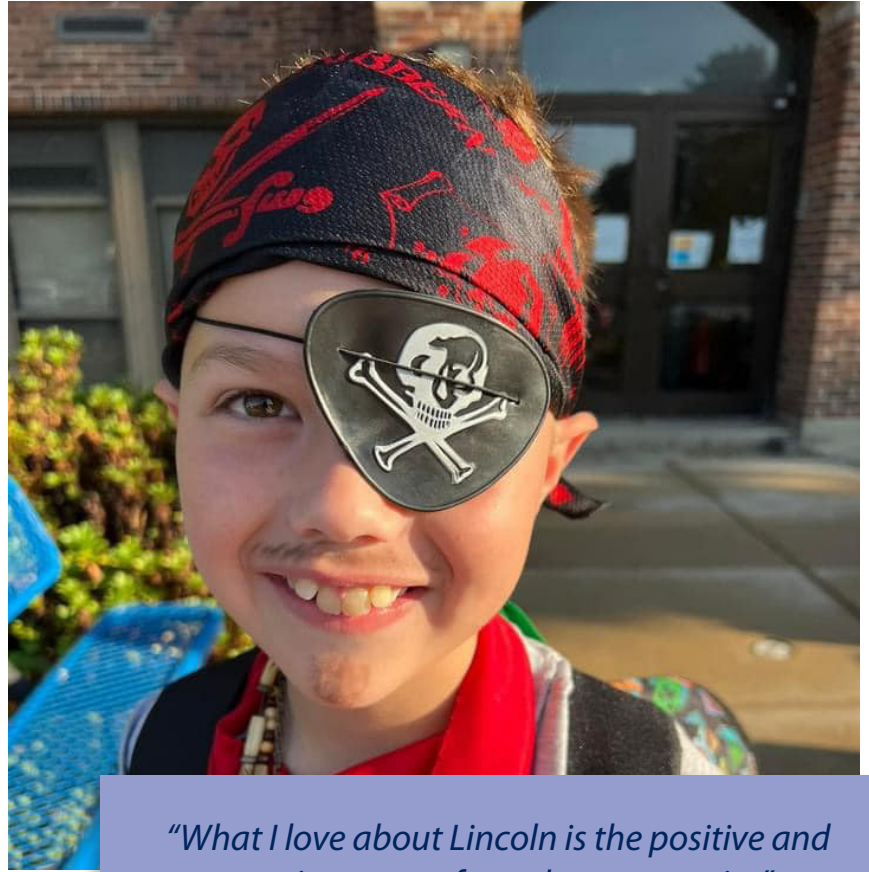
- 5.4.1 Review student enrollment and student enrollment experiences and processes annually.
- 5.4.2 Review budgets annually by the department to access needs.
- 5.4.3 Review student services resources and allocations annually.

ACKNOWLEDGMENTS

Thank you! We are grateful to the students, teachers, administrators, Board of Education members, parents, and business and community leaders who collaborated with us to develop our Portrait of a Graduate and Strategic Plan.

Andrea Adams	Kendall Gatewood	Spencer Mbroh	Paula Robinette	Deidre Wasson
Shanna Balcom	Lisa Gentz	Ayanna McConnell	Thomas Rollins	Chris Westfall
Jennifer Baldwin	Brenda Gonzalez	Robert McConnell	Caitie Rossman	Gillian Williams
Rasheeda Bass	Tim Green	Kerri McKelvey	Ryan L. Rowe	Maclaren Williams
Amy Baxter	Kristen Greene	Azhar McNeal	Carole Ryburg	Rob Williams
Donna Bentley	Carmen Grindatti	Juli McNeal	Jessica Saborio	Logan Wynn
Nathan Bentley	Joslyn Hicks	Chalese Meckl-Grigsby	Leslie Schwegler	Michelle Zervos
Cari Berecz	Laia Hill	Bob Merritt	Ronda Selter	Solomon Zheng
Ella Berecz	Latiece Howard	Derrick Miller	David Sharp	
Kandice Blank	Shairetha Jackson	Akesha Moore	Rebecca Sharp	
Adam Blaylock	McKayla James	Emily Moore	Brian Shelby	
Phil Bongiono	Jessi Jansen	Jairus Moore	Kerry Shelton	
Kimberly Brown	Robert Jansen	Tiffany Moore	Heather Silander	
Deidre Burns	Marques Johnson	Puja Mullins	Mershon Skender	
Tom Butman	Dawn Johnson-Wilcox	Brianna Murphy	Abby Smith	
Laura Carl	Michael Jones	Alayna Norman	Jessica Smith	
Joseph Channey	Cory Kaufman-Schofield	Robert Norris	Karensa Smith	
Sozet Channey	Rebecca Keith	Jeff Nowak	Rhyan Smith	
Cassandra Coker	Bray Kelly	Katie O'Neal	Ty Smith	
Kyra Collins	Andy King	Jeannie Oliver	Adam Snapp	
Jibriel Conde	Adrianna Kitchen	Alyson Osborne	Allie Sparks	
Vicki Coury	DeShawn Klutz	Bamidele Otemuyiwa	Jason Sperle	
Alexis Cox	Aiden Kowalski	Julie Palmer	Becky Steffens	
Jennifer Czarchorski	Sarah Kraemer	Vinti Pathak	Brenda Stumbo	
Katherine Dagher	Jennifer LaBombarbe	David Pelc	Sanija Traylor	
Dawn Dangerfield	Jeremy Lane	Andrea Pisani	Natasha Van Slambrouck	
Shanice Davis	Adrian Leek	Jennifer Pocock	Addison VanHevel	
Tracy Debreczeny	Melanie Macias	Leslie Promenichel	Jodi VanHevel	
Holly Delgado	Lillian Majeske	Steven Pryce	Cheryl Waldenmyer	
Robin Dye	Shane Malmquist	Jack Radcliffe		
Vicki Echegoyen	Eddie Manuszak	Laticia Rankins		
Shaheen Eisenstein	Marijah Massey	Trey Richey		
Lori Ferguson	Jaime Mayo	Zach Roberts		





“What I love about Lincoln is the positive and supportive energy from the community.”

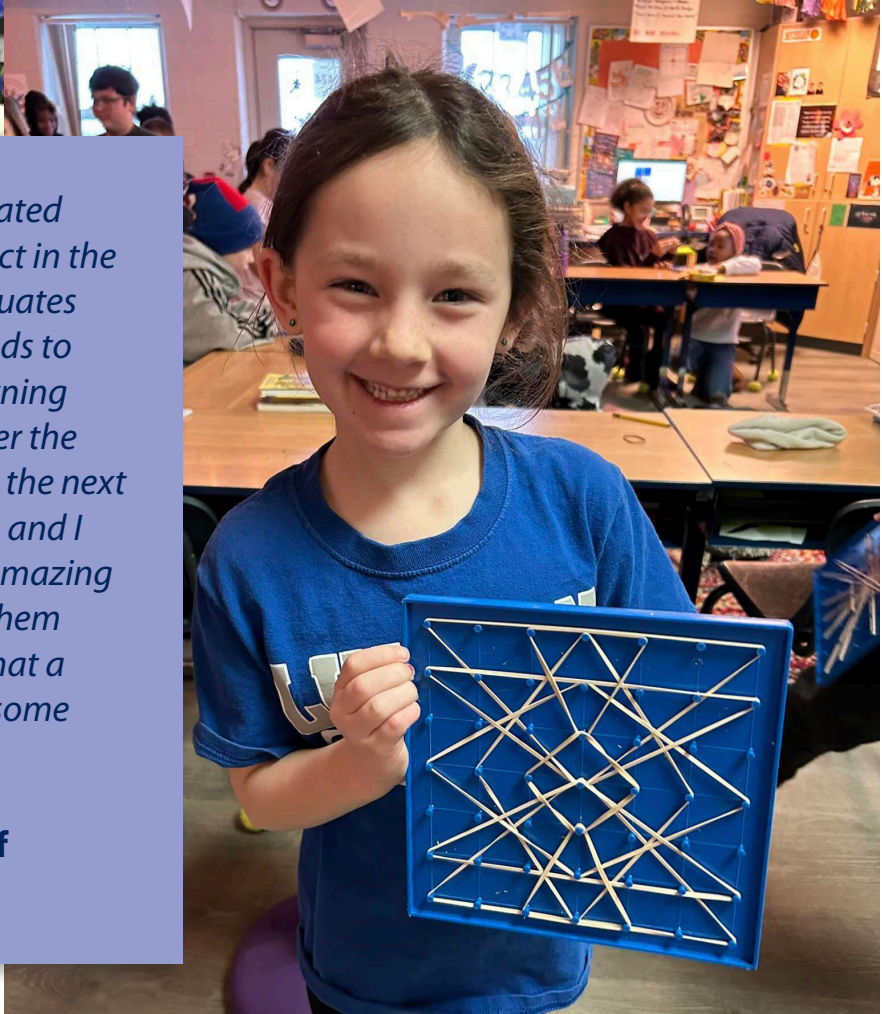
—Jaymeir, Student





“Over the years, Lincoln Consolidated Schools has made such an impact in the lives of my entire family. As graduates of LCS, we owe our very livelihoods to the wonderful teaching and learning experiences we have enjoyed over the years. Now, we are preparing for the next generation in my grandchildren, and I am so excited to see where our amazing teachers and school team take them on their educational journey. What a blessing to be a part of this awesome school community and family.”

—Paula Robinette, Director of Human Resources





"What I love about Lincoln is our diversity across many groups which allows our community to bond and learn about the cultures of people around us."

—Lily, Student



STRATEGIC PLAN

2023 – 2028



LINCOLN
CONSOLIDATED SCHOOLS

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