

NORTH LAWRENCE CAREER CENTER STRATEGIC PLAN 2020-2024

January 2020

PREPARED



TABLE OF CONTENTS

Introduction	2
Strategic Planning Process	2
North Lawrence Career Center Goal Summary	5
Goal 1: Students	6
Goal 2: Teachers	10
Goal 3: Schools & School Programs	12
Goal 4: Employers	14
Goal 5: Community	16
NLCC Strategic Plan Timeline	18
Appendices	23
Appendix A: NLCC Strategic Plan Structure	23
Appendix B: NLCC Strategic Plan Initial Process	25
Appendix C: NLCC Strategic Plan Update (10/9/2019)	27
Appendix D: NLCC Steering Team Update (10/11/2019)	28

INTRODUCTION

To maximize the economic viability of Lawrence County and surrounding area, it is essential to have strong alignment between the needs of the region’s employers and the area’s K-12 and adult education programs.

For this reason, the Lawrence County Economic Growth Council began facilitating intentional conversations between employers and educators over the last several years. The initial vision was to make the North Lawrence Career Center – which connects education to employment – one of the best career readiness systems in the country. Those early conversations expanded into a comprehensive strategic plan that encompasses all of the district’s K-12 schools, adult education programs, employers and the community.

This North Lawrence Career and Technical Education Strategic Plan is the result of this work. Even though it is the culmination of years of studies and related actions, it is a starting point for ongoing, intentional and collaborative work to strengthen the region’s talent pipeline.

Each of the five components of the Strategic Plan embraces a key audience:



For each audience there is a set of Goals, Strategies and Action Steps plus metrics to annually assess progress. And because the strategic plan is a living document, new goals and strategies will be introduced to continue building on our successes.

With the support of the community, the Lawrence County Economic Growth Council, and the North Lawrence Career Center and its sending schools (North Lawrence Community Schools Corporation, Mitchell Community Schools, Brownstown Central Community School Corporation, Shoals Community School Corporation, Orleans Community Schools and Medora Community School Corporation), the North Lawrence Career & Technical Education Strategic Plan is expected to accelerate the area’s economy and strengthen the community’s vitality as a whole.

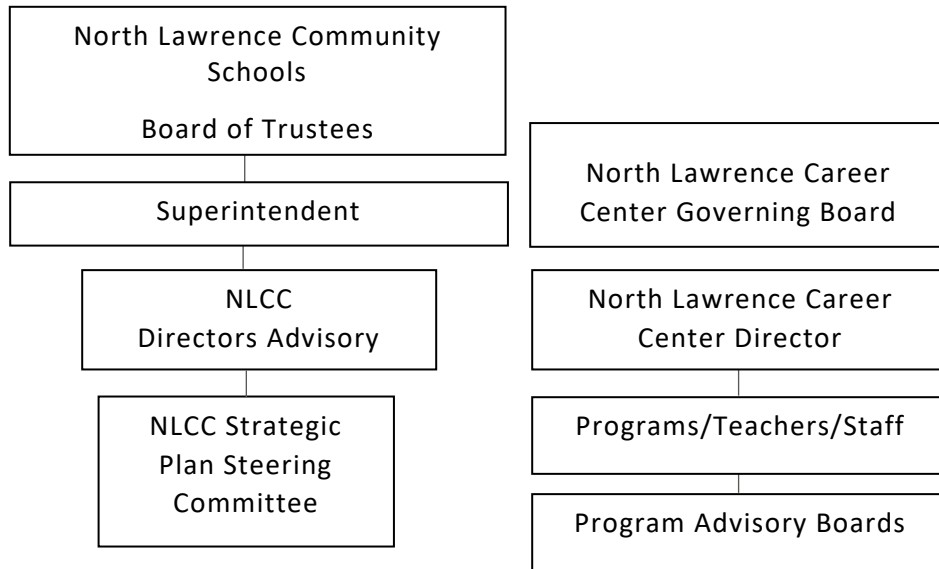
Strategic Planning Process

The idea of creating a strategic plan to substantially strengthen the links between the Lawrence County economic and education sectors sprang from conversations between the Lawrence County Economic Growth Council and the North Lawrence Community School Board in late 2018 after months of restructuring activities focused on the North Lawrence Career Center.

The school district created a Career & Technical Education Advisory Council that began meeting in early 2019 to review previous economic and career-related studies and to begin formulating a plan. A structure was developed for the development of the strategic plan

consisting of multiple groups for providing input, developing and reviewing the plan as it was created (see Graphic A).

Graphic A: North Lawrence Career Technical Education Strategic Plan Structure¹



An aggressive timeline was initiated with a series of meetings with the North Lawrence Career Center (NLCC) Strategic Plan Steering Committee in the fall of 2019. Discussions began around the working “vision” to transform the North Lawrence Career Center and the district’s Career & Technical Education program into the best Career & Technical Education program in the state or nation.

By September, using that vision as its guide, the steering committee identified 15 key challenges that a strategic plan needed to address, namely:

1. Improve the alignment of Career & Technical Education programs to match area employer needs and address non-aligned Career & Technical Education programs
2. Update all Career & Technical Education technical curriculum and equipment
3. Increase student aptitude, awareness and enthusiasm for work
4. Address the stigma of Career & Technical Education as “voc-ed” and the College for All mentality
5. Improve student work readiness/work ethic skills
6. Address the lack of parent awareness
7. Improve Career & Technical Education course and pathway retention/completion
8. Retain more student graduates from the North Lawrence Career Center to meet the employment needs and contribute to the economic growth of the region.
9. Increase employer engagement/involvement and partnerships with schools

¹ See Appendix A. for a list of Board and Committee members

10. Engage Career & Technical Education teachers in training including externships at businesses
11. Expand the quality of Career & Technical Education programs for students
12. Address sending school barriers such as transportation/travel time
13. Address bureaucracy of schools and responsiveness to business/industry needs
14. Increase number of qualified, passionate Career & Technical Education instructors
15. Prepare more students for workforce changes such as artificial intelligence

Simultaneously, the North Lawrence Career Center Strategic Plan Steering Committee began drafting more substantive vision, mission and goal statements. By October, the committee had translated its 15 needs statements into a comprehensive set of goals and strategies that were presented at a stakeholder meeting of employers and school representatives at the end of the month.

By November each goal was grouped by a specific “audience” and a set of strategies, action steps, a timeline, metrics (to assess progress) and responsible champions was outlined by goal. Though a strategic plan is never truly final, the North Lawrence Career & Technical Education Strategic Plan 2020-2024 presented here is the result of all of this work by many individuals from the community.

GOALS

Goal 1:

Students – to raise student awareness, motivation, and readiness for careers in the North Lawrence Career & Technical Education District, the Southern Indiana Region, and the State.

- 1.1 Identify local/regional in-demand and high wage careers
- 1.2 Discover what K-8 career exploration activities/resources are being used currently
- 1.3 Implement K-8 career exploration program in North Lawrence Career & Technical Education District schools
- 1.4 Expand opportunities for students from all sending schools to participate in North Lawrence Career Center and other Career & Technical Education programs
- 1.5 Establish continual campaign to educate and change students' mindsets about careers
- 1.6 Hold an annual Career & Technical Education Open House
- 1.7 Implement annual student survey and distribute to all Grade 3-12 students to assess student ratings on level of career awareness, motivation, and readiness
- 1.8 Address issues with state diploma requirements

Goal 2:

Teachers – to support career readiness and Career & Technical Education courses by increasing the number of qualified, Career & Technical Education instructors and developing all teachers' awareness.

- 2.1 Establish annual summer teacher externships at local businesses and industries
- 2.2 Provide time, funding, and encouragement so teachers attend a Career & Technical Education High Schools That Work Conference or other related professional development conference
- 2.3 Create Lunch and Learn teacher, counselor, administrator, and employer meetings to learn about in-demand careers
- 2.4 Find and recruit passionate individuals interested in teaching

Goal 3:

Schools & School Programs – to expand the quality of Career & Technical Education programs to meet industry standards and local employer needs.

- 3.1 Engage teachers and employers in mapping Career & Technical Education curriculum w/skills
- 3.2 Develop and implement biennial Career & Technical Education program review process
- 3.3 Audit North Lawrence Career Center facilities and equipment
- 3.4 Assess funding needs
- 3.5 Determine barriers and gaps to student success

Goal 4:

Employers - to align all North Lawrence Career Center programs to key current and future employer needs.

- 4.1 Reassess Career & Technical Education Advisory Board members, goals, and expectations
- 4.2 Expand internship opportunities for students
- 4.3 Encourage greater recruitment and retention of students for full-time employment
- 4.4 Receive funding, donated materials and/or in-kind support from employers

Goal 5:

Community – to increase parent and community awareness of the value of Career & Technical Education and the array of high-wage, in-demand career opportunities available to students at all education levels.

- 5.1 Hold Open Houses for students/parents at North Lawrence Career Center
- 5.2 Publish and promote annual Career & Technical Education report for the District
- 5.3 Develop and complete a comprehensive career marketing strategy
- 5.4 Implement parent awareness campaign regarding educational career pathways

NORTH LAWRENCE CAREER CENTER GOALS

Goal 1: Students

The purpose of Goal 1 is to raise student awareness, motivation, and readiness for careers in the North Lawrence Career & Technical Education District, the Southern Indiana Region, and the State.

In order to achieve this goal, eight (8) strategies have been developed:

Strategy 1.1: Identify local in-demand and high wage careers (January – March 2020)	
Action	<ul style="list-style-type: none"> ▪ Utilize Director’s Advisory Board members to identify current high wage/in-demand local jobs ▪ Download regional/county labor market information report from Indiana Department of Workforce Development ▪ Ask employers in county for feedback on Indiana Department of Workforce Development list ▪ Revise in-demand & high wage occupations list to include local updates ▪ Disseminate information to schools ▪ Establish a process to annually review/update these lists ▪ Ask Director’s Advisory Board members to come prepared to share numbers of openings at quarterly meetings ▪ Involve local human resources representatives ▪ Explore links to Linked-In and/or Kuder Connect to Business resources
Metrics	<ul style="list-style-type: none"> ▪ Complete list of current highest demand and highest wage occupational openings in North Lawrence Career Center district² ▪ Website or other portal where updated occupational lists are available to schools ▪ Annual or biannual calendar dates are set for regular review of list by county employers ▪ # of Director’s Advisory Board members providing job openings information ▪ A shareable, accessible list (printed and/or on web) of current high wage/in-demand openings in the region
Champions	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Council ▪ Bedford Area Chamber of Commerce
Lead	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Director of Career Development

² Based on Indiana Economic Growth Region 6 data drawn from Hoosiers by the Numbers website at http://hoosierdata.in.gov/reports/cte_assess.aspx using Indiana’s CTE definition of high wage (\$13.01/hour or higher) and high demand (20+ openings/year).

Strategy 1.2: Discover what K-8 career exploration activities/resources are being used currently (January – March 2020)	
Action	<ul style="list-style-type: none"> ▪ Meet or survey counseling/administrative contacts at each K-8 school asking what career exploration activities are currently in place and/or would be requested ▪ Inquire specifically about career interest/aptitude assessments (e.g. Indiana Career Explorer, Naviance or others)
Metrics	<ul style="list-style-type: none"> ▪ Summary of what is currently being done in K-8 schools in Lawrence County ▪ Summary of requested career exploration needs ▪ A “map” of where resources are being provided and what is needed/missing ▪ Create a central hub online for shared information
Champions	<ul style="list-style-type: none"> ▪ Governor’s Workforce Cabinet Grant Steering Committee
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Community Schools Career Pathway Coordinator

Strategy 1.3: Implement K-8 career exploration program in North Lawrence Career Center district schools (August – December 2020)	
Action	<ul style="list-style-type: none"> ▪ Contract with vendors to find/create resources and materials needed and requested by K-8 schools for career exploration ▪ Work with schools to provide training on new resources ▪ Train volunteers to help in provision of career exploration activities ▪ Purchase needed career interest/aptitude assessments needed and provide facilitator training
Metrics	<ul style="list-style-type: none"> ▪ Spreadsheet of career exploration resources & activities available at each K-8 school in county ▪ # of K-8 school personnel participating in training ▪ # of K-8 schools offering expanded career exploration resources & activities ▪ # of volunteers working with K-8 schools
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Community Schools Career Pathways Coordinator
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Community Schools Career Pathway Coordinator

NORTH LAWRENCE CAREER CENTER STRATEGIC PLAN
2020-2024

Strategy 1.4: Expand opportunities for students from all sending schools to participate North Lawrence Career Center and/or other Career & Technical Education programs (February – March 2020)	
Action	<ul style="list-style-type: none"> Identify and develop intentional strategies to address sending school student barriers to access Career & Technical Education programs
Metrics	<ul style="list-style-type: none"> Increased enrollment by sending school students in North Lawrence Career Center and/or Career & Technical Education programs
Champions	<ul style="list-style-type: none"> North Lawrence Career Center Governing Board
Lead	<ul style="list-style-type: none"> North Lawrence Career Center Director

Strategy 1.5: Establish continual campaign to educate and change students' mindsets about careers (Ongoing)	
Action	<ul style="list-style-type: none"> Develop and implement a comprehensive marketing strategy to include: 1) broader strategies for changing perceptions of careers by students; 2) a way to gather and share success stories; 3) examples of high wage/high demand careers in area; and 4) processes for marketing college/career fairs and Open Houses Establish/maintain College & Career Awareness Fairs Hold Open House/s at North Lawrence Career Center
Metrics	<ul style="list-style-type: none"> Survey results of attendees to College & Career Fairs and Open Houses Increased enrollment, participation, and completion in Career & Technical Education programs
Champions	<ul style="list-style-type: none"> Lawrence County Economic Growth Council Marketing Manager Marketing Contractor North Lawrence Career Center Director North Lawrence Community Schools Director of Communication
Lead	<ul style="list-style-type: none"> Lawrence County Economic Growth Council Marketing Manager

Strategy 1.6: Hold an annual Career & Technical Education Open House (2020-2024)	
Action	<ul style="list-style-type: none"> Create steering team at North Lawrence Career Center to plan and organize Open House/s at North Lawrence Career Center Use marketing plan strategy to promote Invite employers, teachers, and community to open house events
Metrics	<ul style="list-style-type: none"> Open House/s attendance and active participation from students Online survey analysis of the effectiveness of the Career & Technical Education Open House
Champions	<ul style="list-style-type: none"> North Lawrence Career Center Governing Board North Lawrence Career Center Staff
Lead	<ul style="list-style-type: none"> North Lawrence Career Center Director

Strategy 1.7: Implement annual student survey and distribute to all Grade 3-12 students to assess student ratings on level of career awareness, motivation and readiness (2021-2024)

Action	<ul style="list-style-type: none"> ▪ Use Steering Team members to create survey questions ▪ Seek feedback from schools ▪ Implement survey, collect/analyze results, and develop corrective actions
Metrics	<ul style="list-style-type: none"> ▪ Annual student survey results
Champions	<ul style="list-style-type: none"> ▪ Governor’s Workforce Cabinet Grant Steering Committee
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Community Schools Career Pathway Coordinator

Strategy 1.8: Address issues with state diploma requirements (2022-2024)

Action	<ul style="list-style-type: none"> ▪ Lobby state representatives
Metrics	<ul style="list-style-type: none"> ▪ Changes to state’s graduation requirements
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Governing Board
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Governing Board

Goal 2: Teachers

The purpose of Goal 2 is to support career readiness and Career & Technical Education courses by increasing the number of qualified, Career & Technical Education instructors and developing all teachers' awareness.

In order to achieve this goal, four (4) strategies have been developed:

2.1: Establish annual summer teacher externships at local businesses and industries (2021)	
Action	<ul style="list-style-type: none"> ▪ Internally develop a procedure for teacher externship opportunity ▪ Include ways to recruit teachers to participate <u>AND</u> employers to provide externships in marketing and funding strategy ▪ Invite teacher applicants and provide professional development before and after externship ▪ Engage teachers in learning along with students during site visits about local businesses
Metrics	<ul style="list-style-type: none"> ▪ Teacher externship process established ▪ Marketing strategies distributed ▪ # of employers who participate ▪ # of teachers who participate ▪ Follow-up survey results from employers and teachers
Champions	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Council ▪ North Lawrence Career Center/Director's Advisory Board ▪ North Lawrence Community Schools Administration and Mitchell Community Schools
Lead	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Council Internship Manager

2.2: Provide time, funding and encouragement so teachers attend a Career & Technical Education, High Schools That Work or related professional development conference (2020 - 2024)	
Action	<ul style="list-style-type: none"> ▪ Decide how much Perkins funding can be allocated to professional development ▪ Establish process/procedure for teachers to request funding for professional development
Metrics	<ul style="list-style-type: none"> ▪ Established process in place for professional development participation ▪ # of teachers who attend professional development conferences ▪ Summary of evaluations from teachers attending professional development conferences
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Governing Board ▪ North Lawrence Career Center Staff
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

2.3: Create Lunch and Learn teacher, counselor, administrator and employer meetings to learn about in-demand careers (August 2020 – May 2021)	
Action	<ul style="list-style-type: none"> ▪ Engage Director’s Advisory Board in recruiting employers and educators to participate ▪ Include promotion of this in marketing plan ▪ Collect and share stories/snapshots from Career Center ▪
Metrics	<ul style="list-style-type: none"> ▪ Lunch and Learn calendar created for the entire school year ▪ Promotion of and invitations to Lunch and Learns distributed via marketing plan ▪ # of all participants attending Lunch and Learns by population ▪ % rating Lunch and Learns as “valuable” and “helpful”
Champions	<ul style="list-style-type: none"> ▪ Director’s Advisory Board ▪ Program Advisory Boards
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

2.4: Find and recruit passionate individuals interested in teaching (2022-2024)	
Action	<ul style="list-style-type: none"> ▪ Reach out to area employers seeking employee sharing possibilities ▪ Develop processes and memorandum of understanding w/industries to provide instructors ▪ Proactively recruit retirees
Metrics	<ul style="list-style-type: none"> ▪ Implementation of all of the strategies ▪ # of teachers applying for positions
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Community Schools Administration ▪ North Lawrence Career Center Staff ▪ North Lawrence Career Center Director’s Advisory Board
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

Goal 3: Schools & School Programs

The purpose of Goal 3 is to expand the quality of Career & Technical Education programs to meet industry standards and local employer needs.

In order to achieve this goal, five (5) strategies have been developed:

3.1: Engage teachers and employers in mapping Career & Technical Education curriculum w/skills (2020-2021)	
Action	<ul style="list-style-type: none"> ▪ North Lawrence Career Center engages a consultant to design and implement on-site curriculum ▪ North Lawrence Career Center teachers and subject matter experts are recruited to implement mapping process
Metrics	<ul style="list-style-type: none"> ▪ Curriculum and skills maps are available to new and veteran teachers ▪ Process is in place for continuous curriculum reviews
Champions	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Council (Purdue IN-MAC) ▪ North Lawrence Career Center/Staff ▪ North Lawrence Community Schools Pathways Coordinator ▪ Mitchell Community Schools Director of Initiatives
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Community Schools Career Pathways Coordinator ▪ North Lawrence Community Schools Director of Learning

3.2: Develop and implement biennial Career & Technical Education program review process (March – June 2020)	
Action	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director establishes processes and procedures for review, approved by Director’s Advisory Board ▪ Director’s Advisory Board appoints industry representative to conduct reviews ▪ Dates and times for reviews are scheduled and completed ▪ Reviews are processed by Director’s Advisory Board ▪ Include pathway alignment review in biennial Comprehensive Local Needs Assessment discussions
Metrics	<ul style="list-style-type: none"> ▪ Calendar dates and a process in place for annual reviews ▪ Printed reviews for each program ▪ Progress reviewed at Comprehensive Local Needs Assessment
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director’s Advisory Board ▪ North Lawrence Career Center Governing Board
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

3.3: Audit North Lawrence Career Center facilities and equipment (Ongoing)	
Action	<ul style="list-style-type: none"> ▪ Have program advisory committees annually evaluate equipment and facilities needs for student success to align with industry needs ▪ Ask teachers to create lists of needed equipment that aligns with industry standards ▪ Assess existing facilities and requirements for possible expansion efforts ▪ Identify gaps and share results in biennial Comprehensive Local Needs Assessment meeting ▪ Schedule a Career & Technical Education Cohort Visit with veteran Career & Technical Education Directors in regional districts
Metrics	<ul style="list-style-type: none"> ▪ Annual self-assessment results, with trend data over time ▪ Career & Technical Education Cohort Visit written summary
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director’s Advisory Board and CTE program advisory boards ▪ Lawrence County Economic Growth Council
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

3.4: Assess Funding Needs (Ongoing)	
Action	<ul style="list-style-type: none"> ▪ Use biennial Comprehensive Local Needs Assessment process to identify funding needs ▪ Create industry partnerships to pull resources to support program/school funding
Metrics	<ul style="list-style-type: none"> ▪ Comprehensive Local Needs Assessment biennial results on gaps and funding needs ▪ Number of industries providing materials, in-kind support, and monetary support to North Lawrence Career Center
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director’s Advisory Board ▪ Lawrence County Economic Growth Council
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

3.5: Determine barriers and gaps to student success (2022-2024)	
Action	<ul style="list-style-type: none"> ▪ Utilize biennial Comprehensive Local Needs Assessment (CLNA) process to collect qualitative data through online surveys and interviews ▪ Compile, summarize and share results with CLNA stakeholders ▪ Identify best practices to address findings from surveys and focus groups
Metrics	<ul style="list-style-type: none"> ▪ Comprehensive Local Needs Assessment biennial results reports on gaps and funding needs ▪ List of best practices and timelines for implementation
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Governing Board ▪ North Lawrence Career Center Director’s Advisory Board ▪ Comprehensive Local Needs Assessment stakeholders
Lead	<ul style="list-style-type: none"> ▪ Governing Board

Goal 4: Employers

The purpose of Goal 4 is to align all North Lawrence Career Center programs to key current and future employer needs.

In order to achieve this goal, four (4) strategies have been developed:

4.1: Reassess Career & Technical Education Advisory Board members, goals and expectations (February – June 2020)	
Action	<ul style="list-style-type: none"> ▪ Create onboarding or initiation procedures and materials for new Career & Technical Education Advisory Board members ▪ Develop a reassessment process for Career & Technical Education Advisory Board members ▪ Develop goals and expectations of advisory board members, with input from teachers and advisory board members ▪ Recruit and train new advisory board members ▪
Metrics	<ul style="list-style-type: none"> ▪ Established set of Career & Technical Education Advisory Board member goals and expectations, onboarding process, recruitment and training program, and reassessment process ▪ Annual Advisory Board member survey results ▪ # and % participation of employers on advisory boards
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Staff ▪ North Lawrence Career Center Director’s Advisory Board
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director’s Advisory Board

4.2: Expand internship opportunities for students (2020-2024)	
Action	<ul style="list-style-type: none"> ▪ Formalize North Lawrence Career Center internship programs ▪ Use employer communication channels to recruit more business/industry partners ▪ Create a career exploration program/toolkit
Metrics	<ul style="list-style-type: none"> ▪ Internship program guidelines in place along with forms, policies and procedures ▪ Annual feedback from interns & employers involved in internships programs
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Staff ▪ North Lawrence Career Center Director’s Advisory Board ▪ North Lawrence Career Center Work-Based Learning Co-op Coordinator ▪ Lawrence County Economic Growth Council Internship Manager
Lead	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Council Internship Manager ▪ North Lawrence Career Center Work-Based Learning Co-op Coordinator with Internship Coordinator

4.3: Encourage greater recruitment and retention of students for full-time employment (2021-2024)	
Action	<ul style="list-style-type: none"> ▪ Develop pathway to employment for successful students ▪ Promote signing day for students from high school to work ▪ Recognize employers who hire interns
Metrics	<ul style="list-style-type: none"> ▪ # of student interns who apply for and receive full-time employment ▪ Satisfaction surveys of employers ▪ # of pathways with avenues to employment for interns
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director’s Advisory Board ▪ North Lawrence Career Center Program Advisory Boards
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

4.4: Receive funding, donated materials and/or in-kind support from employers (Ongoing)	
Action	<ul style="list-style-type: none"> ▪ Develop process for soliciting and receiving funding, donated materials and/or in-kind support from employers ▪ Recognize employers who provide support
Metrics	<ul style="list-style-type: none"> ▪ Smooth process is in place between schools and area businesses/ industries for donating funding, materials or in-kind support ▪ # of annually donated items/materials and monetary value
Champions	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Staff ▪ Lawrence County Economic Growth Council
Lead	<ul style="list-style-type: none"> ▪ North Lawrence Career Center Director

Goal 5: Community

The purpose of Goal 5 is to increase parent and community awareness of the value of Career & Technical Education and the array of high-wage, in-demand career opportunities available to students at all education levels.

In order to achieve this goal, four (4) strategies have been developed:

5.1: Hold open houses for students/parents at North Lawrence Career Center (2020-2021)	
Action	<ul style="list-style-type: none"> Initiate annual open houses as mentioned in Strategy 2.5
Metrics	<ul style="list-style-type: none"> # attending open houses, ratings of value by attendees (students, parents, employers) and trends over time
Champions	<ul style="list-style-type: none"> North Lawrence Career Center/Staff Lawrence County Economic Growth Council Marketing Manager
Lead	<ul style="list-style-type: none"> North Lawrence Career Center Director

5.2: Publish and promote annual Career & Technical Education report for the District (2021-2022)	
Action	<ul style="list-style-type: none"> Engage consulting group to write and/or revise annual Career & Technical Education return-on-investment report Use marketing strategy to promote release of return-on-investment report
Metrics	<ul style="list-style-type: none"> Annual Career & Technical Education Report Feedback from public release
Champions	<ul style="list-style-type: none"> Lawrence County Economic Growth Council Marketing Manager North Lawrence Career Center Staff Marketing Contractor North Lawrence Community Schools Director of Communication
Lead	<ul style="list-style-type: none"> North Lawrence Career Center Director North Lawrence Community Schools Director of Communication

5.3: Develop and complete a comprehensive career marketing strategy (2020-2024)	
Action	<ul style="list-style-type: none"> Develop list of what is needed for marketing strategy Research, interview and select a marketing firm Determine best channels to reach different audiences
Metrics	<ul style="list-style-type: none"> Development of comprehensive career marketing strategy Articulate marketing strategy and determine metrics for success of marketing program and develop process for continuous improvement Increased participation in career & technical education program
Champions	<ul style="list-style-type: none"> Lawrence County Economic Growth Council Marketing Manager North Lawrence Community Schools Communication Director North Lawrence Career Center Director’s Advisory Board Marketing Contractor
Lead	<ul style="list-style-type: none"> Lawrence County Economic Growth Council Marketing Manager

5.4: Implement parent awareness campaign regarding educational career pathways (2020-2024)	
Action	<ul style="list-style-type: none"> ▪ Include in marketing strategy ▪ Ensure parent marketing begins in early grade levels ▪ Develop/advertise scholarships for North Lawrence Career Center-specific students (Lawrence County Community Foundation, North Lawrence Scholarship Foundation)
Metrics	<ul style="list-style-type: none"> ▪ Results of annual parent survey and revise awareness campaign as needed ▪ List of scholarships
Champions	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Council Marketing Manager ▪ Career & Technical Education District Counselors ▪ Marketing Contractor ▪ North Lawrence Community Schools Director of Communications
Lead	<ul style="list-style-type: none"> ▪ Lawrence County Economic Growth Council Marketing Manager

North Lawrence Career Center Strategic Plan 2020-2024

2020

JAN

FEB

MAR

APR

MAY

JUN

JUL


AUG


SEP


OCT


NOV

DEC

1.1  Identify local/regional in-demand and high wage careers **(Jan-Mar)**

1.2  Discover what K-8 career exploration activities/resources are being used currently **(Jan-Mar)**


1.4  Expand opportunities for students from all sending schools to participate in North Lawrence Career Center and other Career & Technical Education programs **(Feb-Mar)**


1.3  Implement K-8 career exploration program in North Lawrence Career & Technical Education District schools **(Aug-Dec)**

1.5  Establish continual campaign to educate and change students' mindsets about careers **(On-going)**

1.6  Hold an annual Career & Technical Education Open House **(On-going)**

2.2  Provide time, funding, and encouragement so teachers attend a Career & Technical Education High Schools That Work Conference or other related professional development conference **(On-going)**


2.3  Create Lunch & Learn teacher, counselor, administrator, and employer meetings to learn about in-demand careers **(Aug 2020 - May 2021)**

3.1  Engage teachers and employers in mapping Career & Technical Education curriculum w/skills **(Years 1-2)**

3.2  Develop and implement biennial CTE program review process **(Mar-Jun)**

3.3  Audit North Lawrence Career Center facilities and equipment **(On-going)**

3.4  Assess funding needs **(On-going)**

4.1  Reassess CTE Advisory Board members, goals, and expectations **(Feb-Jun)**

4.2  Expand internship opportunities for students **(On-going)**

4.4  Receive funding, donated materials, and/or in-kind support from employers **(On-going)**

5.1  Hold Open Houses for students/parents at North Lawrence Career Center **(Years 1-2)**

5.3  Develop and complete a comprehensive career marketing strategy **(On-going)**


5.4  Implement parent awareness campaign regarding educational career pathways **(On-going)**

North Lawrence Career Center Strategic Plan 2020-2024

2021


1.5  Establish continual campaign to educate and change students' mindsets about careers **(On-going)**

1.6  Hold an annual CTE Open House **(On-going)**

1.7  Implement annual student survey and distribute to all Grade 3-12 students to assess student ratings on level of career awareness, motivation and readiness **(Years 2-5)**

2.1  Establish annual summer teacher externships at local businesses and industries **(Year 2)**

2.2  Provide time, funding, and encouragement so teachers attend a Career & Technical Education High Schools That Work Conference or other related professional development conference **(On-going)**

2.3  Create Lunch & Learn teacher, counselor, administrator, and employer meetings to learn about in-demand careers **(Aug 2020 - May 2021)** MAY

3.1  Engage teachers and employers in mapping Career & Technical Education curriculum w/skills **(Years 1-2)**

3.3  Audit North Lawrence Career Center facilities and equipment **(On-going)**


3.4  Assess funding needs **(On-going)**

4.2  Expand internship opportunities for students **(On-going)**

4.3  Encourage greater recruitment and retention of students for FT employment **(Years 2-5)**

4.4  Receive funding, donated materials, and/or in-kind support from employers **(On-going)**

5.1  Hold Open Houses for students/parents at North Lawrence Career Center **(Years 1-2)**

5.2  Publish and promote annual Career & Technical Education report for the District **(Years 2-3)**

5.3  Develop and complete a comprehensive career marketing strategy **(On-going)**


5.4  Implement parent awareness campaign regarding educational career pathways **(On-going)**


North Lawrence Career Center Strategic Plan 2020-2024


2022

1.5  Establish continual campaign to educate and change students' mindsets about careers **(On-going)**

1.6  Hold an annual CTE Open House **(On-going)**

1.7  Implement annual student survey and distribute to all Grade 3-12 students to assess student ratings on level of career awareness, motivation and readiness **(Years 2-5)**

1.8  Address issues with state diploma requirements **(Years 3-5)**

2.2  Provide time, funding, and encouragement so teachers attend a Career & Technical Education High Schools That Work Conference or other related professional development conference **(On-going)**


2.4  Find and recruit passionate individuals interested in teaching **(Years 3-5)**


3.3  Audit North Lawrence Career Center facilities and equipment **(On-going)**

3.4  Assess funding needs **(On-going)**


3.5  Determine barriers and gaps to student success **(Years 3-5)**


4.2  Expand internship opportunities for students **(On-going)**

4.3  Encourage greater recruitment and retention of students for FT employment **(Years 2-5)**

4.4  Receive funding, donated materials, and/or in-kind support from employers **(On-going)**

5.2  Publish and promote annual Career & Technical Education report for the District **(Years 2-3)**

5.3  Develop and complete a comprehensive career marketing strategy **(On-going)**

5.4  Implement parent awareness campaign regarding educational career pathways **(On-going)**

2023

1.5



Establish continual campaign to educate and change students' mindsets about careers **(On-going)**

1.6



Hold an annual CTE Open House **(On-going)**

1.7



Implement annual student survey and distribute to all Grade 3-12 students to assess student ratings on level of career awareness, motivation and readiness **(Years 2-5)**

1.8



Address issues with state diploma requirements **(Years 3-5)**

2.2



Provide time, funding, and encouragement so teachers attend a Career & Technical Education High Schools That Work Conference or other related professional development conference **(On-going)**

2.4



Find and recruit passionate individuals interested in teaching **(Years 3-5)**

3.3



Audit North Lawrence Career Center facilities and equipment **(On-going)**

3.4



Assess funding needs **(On-going)**

3.5



Determine barriers and gaps to student success **(Years 3-5)**

4.2



Expand internship opportunities for students **(On-going)**

4.3



Encourage greater recruitment and retention of students for FT employment **(Years 2-5)**

4.4



Receive funding, donated materials, and/or in-kind support from employers **(On-going)**

5.3



Develop and complete a comprehensive career marketing strategy **(On-going)**

5.4





Implement parent awareness campaign regarding educational career pathways **(On-going)**

2024

1.5  Establish continual campaign to educate and change students' mindsets about careers **(On-going)**

1.6  Hold an annual CTE Open House **(On-going)**

1.7  Implement annual student survey and distribute to all Grade 3-12 students to assess student ratings on level of career awareness, motivation and readiness **(Years 2-5)**

1.8  Address issues with state diploma requirements **(Years 3-5)**

2.2  Provide time, funding, and encouragement so teachers attend a Career & Technical Education High Schools That Work Conference or other related professional development conference **(On-going)**


2.4  Find and recruit passionate individuals interested in teaching **(Years 3-5)**

3.3  Audit North Lawrence Career Center facilities and equipment **(On-going)**

3.4  Assess funding needs **(On-going)**

3.5  Determine barriers and gaps to student success **(Years 3-5)**

4.2  Expand internship opportunities for students **(On-going)**

4.3  Encourage greater recruitment and retention of students for FT employment **(Years 2-5)**

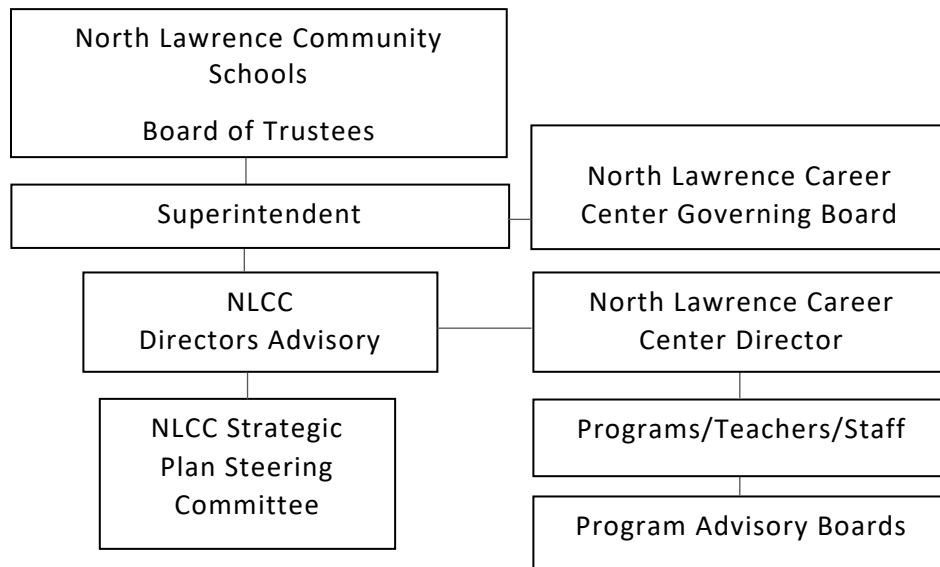
4.4  Receive funding, donated materials, and/or in-kind support from employers **(On-going)**

5.3  Develop and complete a comprehensive career marketing strategy **(On-going)**

5.4  Implement parent awareness campaign regarding educational career pathways **(On-going)**

APPENDICES

Appendix A: North Lawrence Career Center Strategic Plan Structure



<p>North Lawrence Comm. Schools Superintendent:</p> <ul style="list-style-type: none"> ▪ Dr. Ty Mungle 	<p>North Lawrence Career Center Director:</p> <ul style="list-style-type: none"> ▪ Brad Street
<p>North Lawrence Community Schools Board of Trustees:</p> <ul style="list-style-type: none"> ▪ Larry Arnold ▪ Dr. Kamal Girgis ▪ Kirsten Collier ▪ Trent Todd ▪ Jeremy Gilbert ▪ Scott Gillespie ▪ Rusty Garrison 	<p>North Lawrence Career Center Governing Board:</p> <ul style="list-style-type: none"> ▪ Dr. Ty Mungle – North Lawrence Community Schools ▪ Dr. Candace Roush – Shoals Community Schools ▪ Dr. Mike Wilcox – Mitchell Community Schools ▪ James Ellis – Orleans Community Schools ▪ Tim Taylor – Brownstown Central Community Schools Corp. ▪ Roger Bane – Medora Community School Corporation
<p>North Lawrence Career Center Director’s Advisory Board:</p> <ul style="list-style-type: none"> ▪ Alexis Harmon - NLCS ▪ Kristina Baker – NLCC ▪ Debbie Beeler – Hoosier Uplands ▪ Jeremy Brewer – ILTI ▪ Richard Burton – Bedford Ford ▪ Dr. Baili Campbell – IU Health Bedford 	<ul style="list-style-type: none"> ▪ Rob King – DWD ▪ Angie Lewis – NSWC Crane ▪ Valerie Luchauer - Lawrence County EMS ▪ Stewart Rariden – Stone City Products ▪ Todd Tanksley – NLCS ▪ Mike Kern – Gaylor Electric ▪ Joe Timbrook – LCEGC ▪ Heather Nash, LCEGC

NORTH LAWRENCE CAREER CENTER STRATEGIC PLAN
2020-2024

<ul style="list-style-type: none"> ▪ Jenna Clark – NLCS ▪ Kevin Day – SAIC ▪ Tim Deckard – D&M Tool ▪ Brad Gilbert – NLCC ▪ Gareth Jolly – General Motors ▪ Adam Gross – Ivy Tech 	<ul style="list-style-type: none"> ▪ Ryan Griffith, IU Health Bedford ▪ Trent Todd, NLCS ▪ Larry Arnold, NLCS ▪ Brad Street, NLCC ▪ Leslie Kimmel – NLCS ▪ Dr. Ty Mungle – NLCS
<p>North Lawrence Career Center Strategic Plan Steering Committee:</p> <ul style="list-style-type: none"> ▪ Alexis Harmon - NLCS ▪ Dr. Baili Campbell – IU Health ▪ Angela Russell – General Motors ▪ Jeremy Brewer – Indiana Laborers Training Institute ▪ Mike Kern – Gaylor Electric ▪ Stewart Rariden – Stone City Products ▪ Bryan Vance – BNLHS ▪ Maggie Dainton - NLCS ▪ Todd Tanksley – BNLHS ▪ Tim Taylor – Brownstown Community Schools 	<p>AD HOC:</p> <ul style="list-style-type: none"> ▪ Brad Street – NLCC ▪ Matt Fleck – Fleck Education ▪ Kristopher Subler – Thomas P Miller & Associates ▪ Joe Timbrook – LCEGC ▪ Heather Nash – LCEGC ▪ Kayla Bryant – LCEGC ▪ Carrie Lively – DWD WBL/Apprenticeships ▪ Lisa Deck – Purdue IN-MAC

Appendix B: NLCC CTE Strategic Plan Initial Process

TIMELINE	STRATEGIC PLAN DEVELOPMENT PROCESS
STEP 1 – Preliminary CTE Strategic Plan Development	
Early-mid August 2019	I. NLCC Directors Advisory Board meets to: <ol style="list-style-type: none"> a. Review results of previous discussions and draft "Priority Areas of Focus" for the Strategic Plan b. Engage Board in reviewing Priority Areas of Focus (PAF): <ol style="list-style-type: none"> i. What priority areas are missing and need to be added? ii. What priority areas need to be revised/refined? c. Finalize initial PAF for public reviews: <ol style="list-style-type: none"> i. Prioritize and finalize list of PAFs. This list of PAFs will be shared with Steering Team and its three taskforces for public input ii. Discuss/decide how to solicit feedback on PAFs: <ol style="list-style-type: none"> 1. Focus groups 2. Surveys 3. Other information (such as data, etc.) iii. Set timeline for receiving and processing feedback plus date/time of next meeting
STEP 2 – Collect Additional Stakeholder Feedback	
Late August 2019	II. NLCC Strategic Plan Steering Team meets to: <ol style="list-style-type: none"> a. Schedule focus group meeting(s) and (if needed) draft questions for additional stakeholder meetings or online survey(s) b. Quickly implement stakeholder meetings and/or surveys
September 2019	III. NLCC Strategic Plan Steering Team Taskforces hold stakeholder meetings and gather any online survey data IV. Fleck Education/TPMA complete initial data/information processing and shares input with Steering Team members
STEP 3 – Draft CTE Strategic Plan Components	
Early October 2019	V. NLCC Strategic Plan Steering Team meets to: <ol style="list-style-type: none"> a. Analyze feedback b. Make revisions and create Strategic Plan Goals (derived from Priority Areas of Focus), possible Strategies/Activities and Measures/Indicators of progress c. Determine format for Strategic Plan d. Prepare a presentation to Directors Advisory Board including all of the elements above for the Strategic Plan

STEP 4 – Finalize CTE Strategic Plan	
Mid-late October 2019	<p>VI. NLCC Directors Advisory Board begins meeting to:</p> <ul style="list-style-type: none"> a. Review suggestions from Strategic Plan Steering Team b. Suggest/make any “final” revisions or changes c. Set timelines for implementation d. Discuss how and through what methods the Strategic Plan will be shared with stakeholders e. Initiate an annual review process to regularly review progress/indicators to assess movement toward meeting Goals
December 2019- January 2020	<p>VII. Fleck Education/TPMA make all needed edits and creates FINAL Strategic Plan for sharing/distribution to all recipients</p>

Appendix C: NLCC Strategic Plan Update (10/9/2019)

The Strategic Planning Committee has met multiple times this fall to begin developing the **NLCC Strategic Plan**. Based on a working vision to make the North Lawrence Career Center the best in the state of Indiana, the committee first identified key needs and challenges facing the career center, local employers, and the community at large.

The list of challenges was narrowed down to fifteen key challenges (see bottom of the page) from which six major Strategic Planning Goals have been identified so far. Additional goals may be added as the process continues. The six goals are for students, schools and teachers, CTE programs, employers and the community:

- **Goal 1: (Students)**
Increase the alignment of student interests and skills with career awareness and career opportunities in the local area
- **Goal 2a: (Schools/Teachers)**
Decrease the stigma associated with CTE
- **Goal 2b: (Schools/Teachers)**
Increase K-12 teacher awareness and support of careers/CTE
- **Goal 3: (Programs)**
Expand the quality of CTE programs to ensure current viability in regard to industry standards and local employer demands
- **Goal 4: (Employers)**
Improve the alignment of CTE programs to match current and future employer needs
- **Goal 5: (Community)**
Improve CTE programs to contribute to the viability of the community

Work will continue in November with a tentative goal of completing the NLCC Strategic Plan for public review by the end of November 2019.

1. Improve alignment of CTE programs to match employer needs and address non-aligned CTE programs
2. Update all CTE technical curriculum and equipment
3. Increase student aptitude, awareness and enthusiasm for work
4. Address stigma of CTE as “voc-ed” and the College for All mentality
5. Improve student work readiness/work ethic skills
6. Address lack of parent awareness
7. Improve CTE course and pathway retention/completion
8. Keep more student graduates in Lawrence County or the NLCC District
9. Increase employer engagement/involvement and partnerships with schools
10. Engage CTE teachers in training including externships at businesses
11. Expand the quality of CTE programs for students
12. Address sending school barriers such as transportation/travel time
13. Address bureaucracy of schools and responsiveness to business/industry needs
14. Increase number of qualified, passionate CTE instructors
15. Prepare more students for workforce changes

Appendix D: NLCC Steering Team Update (10/11/2019)

Listed below are the 4-5 major Goals identified at this week's NLCC Steering Team meeting. Note that these are not set in stone, so please feel free to provide feedback.

The Goals identified on the chart papers at the end of the meeting are in **blue text**. I crafted some alternative language in **green text** for your consideration.

Below each Goal are the original 15 key challenges organized as best I could by the Goal. These could serve as Strategies for each of the identified Goals.

Please feel free to make any edits or send suggestions directly to Matt at matt@fleckeducation.com or Joe at joe@lawrencecountygrowth.com by Monday, October 21st. Thank you.

- **Goal 1: (Students)**

Increase the alignment of student interests and skills with career awareness and local/state career opportunities **OR** [*Raise student awareness, motivation and readiness for careers in the Lawrence County area and the state of Indiana*]

- a. Increase student aptitude, awareness and enthusiasm for work (3)
- b. Improve student CTE course and pathway retention/completion (7)
- c. Improve student work readiness/work ethic skills (5)
- d. Keep more student graduates in Lawrence County/ NLCC District (8)
- e. Prepare more students for workforce changes (15)

- **Goal 2: (Teachers)**

Increase K-12 teacher awareness and support of careers/CTE **OR** [Increase K-12 teacher awareness and support of area businesses, industries and CTE programs] **OR** [*Increase the number of qualified, passionate CTE instructors and their awareness and support of career readiness and CTE*]

- a. Increase number of qualified, passionate CTE instructors (14)
- b. Engage CTE teachers in training including externships at businesses (10)

- **Goal 3: (Schools and Programs)**

Expand the quality of CTE programs to meet industry standards and local employer needs (11) **OR** [*Significantly improve the quality of NLCC programs to meet industry standards and local employer needs*]

- a. Update all CTE technical curriculum and equipment (2)
- b. *Create a list of clearly defined career pathways for students and families*
- c. Address school bureaucracy and responsiveness to business/industry needs (13)
- d. Address sending school barriers such as transportation/travel time (12)

- **Goal 4: (Employers)**

Improve the alignment of CTE programs to match current and future employer needs (1) **OR** [*Align all NLCC programs to match current and future employer needs*]

- a. Determine strategies to *adopt new CTE programs and to address non-aligned legacy* CTE programs (1)
- b. Increase employer engagement/involvement and partnerships with schools (9)

- **Goal 5: (Community)**
Improve CTE programs to contribute to the viability of the community OR [Increase parent and community awareness of the value of CTE and the array of high wage, in-demand career opportunities available to students at all education levels]
 - a. Address stigma of CTE as “voc-ed” and the College for All mentality (4)
 - b. Address lack of parent awareness (6)

NLCC Key Challenges Identified and Twice Reviewed

1. Improve alignment of CTE programs to match employer needs and address non-aligned CTE programs
2. Update all CTE technical curriculum and equipment
3. Increase student aptitude, awareness and enthusiasm for work (move lower)
4. Address stigma of CTE as “voc-ed” and the College for All mentality
5. Improve student work readiness/work ethic skills
6. Address lack of parent awareness (move down)
7. Improve CTE course and pathway retention/completion (move to top four)
8. Keep more student graduates in Lawrence County or the NLCC District
9. Increase employer engagement/involvement and partnerships with schools (move this up, toward the top) – (2)
10. Engage CTE teachers in training including externships at businesses (now required for PGP renewal)
11. Expand the quality of CTE programs for students
12. Address sending school barriers such as transportation/travel time (move lower)
13. Address bureaucracy of schools and responsiveness to business/industry needs
14. Increase number of qualified, passionate CTE instructors (move up) – (2)
15. Prepare more students for workforce changes ~~such as artificial intelligence~~

Suggested combinations:

- Combine 1 and 11(2) – 1 is the action, 11 is the outcome
- Combine 2 and 11 (2)
- Combine 3, 5, 7

Suggested additions:

- How to make this sustainable regardless of local and school leadership
- How do we prove to community, teachers, students IF a beloved legacy program just isn't necessary?

Need a list of clearly defined pathways