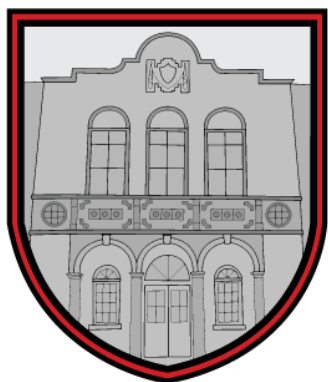


Strategic Plan 2021 - 2026

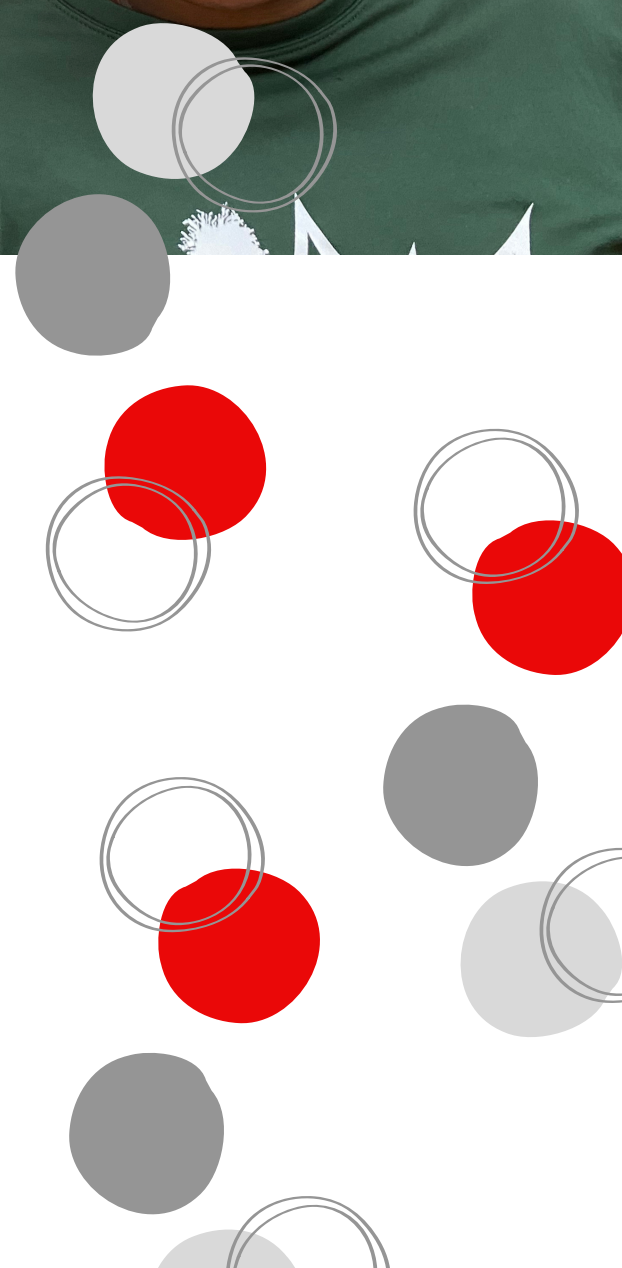


LEE COUNTY
SCHOOL SYSTEM



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MISSION

**THE LEE COUNTY SCHOOL SYSTEM FOSTERS
RELATIONSHIPS THROUGH DIVERSE, CHALLENGING
& QUALITY EDUCATIONAL EXPERIENCES THAT
CULTIVATE SUCCESSFUL CITIZENS.**



BELIEFS

WE BELIEVE IN...

**INVESTING IN OUR STUDENTS THROUGH
STRONG TRUSTING PARTNERSHIPS BETWEEN
HOME, SCHOOL, AND COMMUNITY**

**PROVIDING EACH STUDENT AN EQUITABLE,
CHALLENGING & QUALITY EDUCATION
THROUGH ENGAGING LEARNING OPPORTUNITIES**

**ENSURING EVERYONE AN ENVIRONMENT IN
WHICH THEY FEEL SAFE, VALUED, AND
NURTURED**

**OFFERING DIVERSE OPPORTUNITIES FOR ALL
STUDENTS TO BE SUCCESSFUL THROUGH
HIGHLY EFFECTIVE TEACHERS & TARGETED
RESOURCES**

**PREPARING ALL STUDENTS WITH THE
ACADEMIC, SOCIAL, AND WORK SKILLS
NECESSARY TO BE PRODUCTIVE CITIZENS IN
SCHOOL AND LIFE**

VISION

*Learning
Empowering
Excelling*



Strategic Improvement Planning Executive Summary

JULY 2021

Lee County Schools utilized a process developed by the Georgia School Boards Association (GSBA) and the Georgia Leadership Institute for School Improvement (GLISI) to develop a strategic improvement plan for the school system. This comprehensive process engaged the community and all stakeholder groups to create universal ownership and support for system and school improvement.

Highlights of the process included:

- A comprehensive community engagement component to allow stakeholders to have a voice in the strategic improvement planning process
- A diverse planning team that represented stakeholder groups to develop the plan
- A facilitated planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities and threats of the school district and developing/defining the mission, vision, beliefs, goal areas and elements of the strategic improvement plan
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan

CONTINUOUS IMPROVEMENT MODEL



The strategic improvement planning process follows a continuous improvement cycle designed around the five questions listed in the visual. This process begins with a community engagement session and survey of stakeholders.

Improvement Model Phases

Community Engagement: In February 2021, the strategic improvement planning process began with a community engagement session that involved over 60 representatives from all stakeholder groups. LCSS also provided a stakeholder survey to gather vital input from the community and received 1000 responses to the online survey.

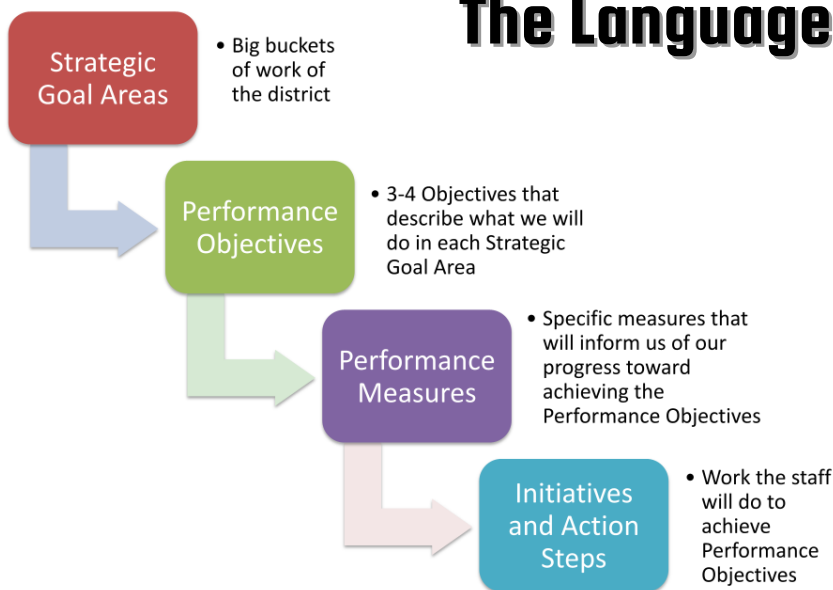
Planning Team: In March, 2021 a group of 40 people representing stakeholder groups from the school board, central office, schools, parents, students, business and other community representatives were assembled to answer the questions: “Who are we?”, “Where are we now?”, and “Where do we want to go?”. Specific outcomes included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, developing beliefs, mission and vision for the district, and developing strategic goal areas and priorities for the strategic improvement plan.

Planning Team Sub-Committee: In May, 2021 a group of 7 people representing stakeholder groups from the central office, schools, parents, students, business and other community representatives met to finalize the Beliefs, Mission, and Vision based upon input from the planning team. This sub-committee developed a mission, belief statements, and vision for the district.

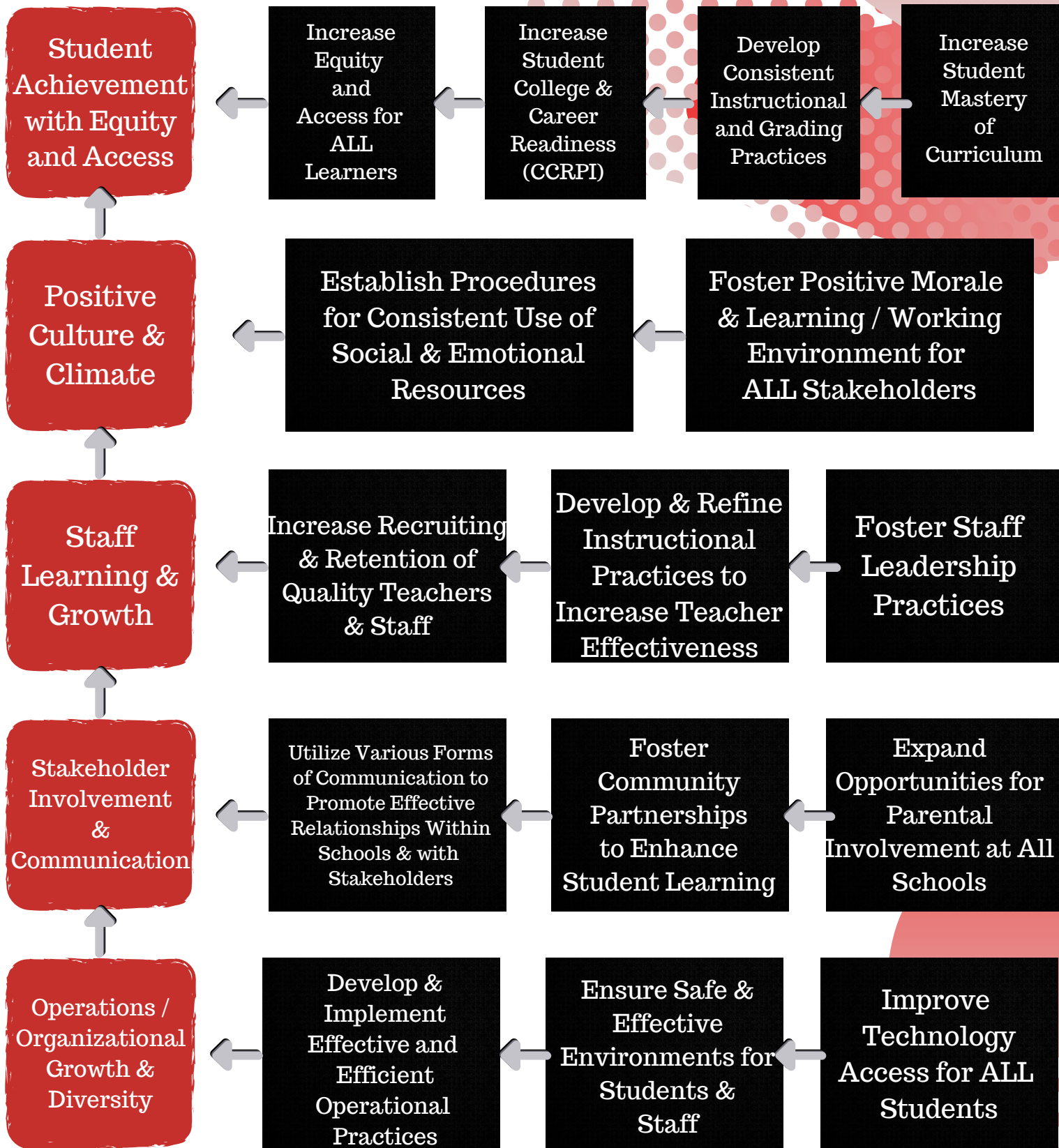
Action Teams: In May and June 2021, five teams totaling 32 people were assembled to answer the question “How will we know when we have arrived?”. The action teams looked at each proposed strategic goal area and identified the performance objectives, measures and targets to answer this question. Additionally, the action teams developed the initiatives and action steps to answer the fourth question of the GSBA Strategic Improvement Planning Process, “How do we plan to get there?”.

Action Team Report to Planning Team: In July 2021, the Action Teams delivered a report of their work back to the planning team. The planning team reviewed the action team’s work and had the opportunity to provide feedback to the action team.

The Language of Strategic Planning



Strategy Map



Goal Area I

Student Achievement with Equity and Access

Initiatives:

Increase percentage of students demonstrating proficiency on assessments by 3%

Increase enrichment opportunities and participation by all students Pre-k through 12th

Enhance Tier 1 instruction in order to improve the integrity of the MTSS process (Academic & Behavioral)

Develop consistency of pass/fail rates by course/grade

1st Performance Objective:

Increase Student Mastery of Curriculum

Action Steps:

- Provide professional development on high impact strategies through PLCs
- Analyze data at the system and school level to monitor progress in state assessed courses
- Analyze local assessment data at the system and school level to monitor progress in non-state assessed courses

2nd Performance Objective:

Increase Student College and Career Readiness (CCRPI)

Action Steps:

- Evaluate current opportunities for students to participate in enrichment and determine participating rates at each level
- Determine areas of need and/or interests for future opportunities to participate in enrichment activities
- Establish a plan for implementation of enrichment opportunities for all students (PreK-12)

3rd Performance Objective:

Increase Equity and Access for ALL Learners

Action Steps:

- Utilize curriculum maps, exemplars and various instructional tools to guide students to meet personalized learning goals
- Utilize high impact strategies, equitable opportunities and continuous data points to ensure students master rigorous standards
- Utilize PBIS procedures and practices to evaluate Tier 1 behavioral needs
- Periodic monitoring of academic and behavioral intervention effectiveness with appropriate course corrections based on data

4th Performance Objective:

Develop Consistent Instructional and Grading Practices

Action Steps:

- Evaluate current grading practices and develop theoretical framework for grades that accurately reflect student learning and mastery of standards within PLCs
- Establish consistent policies, teacher clarity/expectations, and daily practices (including homework, classwork, test values, grading procedures, rubrics, etc.) within PLCs



Goal Area II

Positive Culture & Climate

Initiatives:

Increase Ga School Personnel, Parent, and Student Health Survey results by 3% by identifying and targeting areas for morale improvement to create a conducive learning and working environment across all areas of the district

Maximize current resources and review and adopt an appropriate curriculum for embedding social and emotional learning in all schools in the district in order to decrease the number of "at risk" students by 3% as determined by the SAEBRS/MySAEBRS behavior risk screener

1st Performance Objective:

Foster Positive Morale and Learning/Working Environment for ALL Stakeholders

Action Steps:

- Establish a Morale Team
- Create a Morale Survey
- Administer Morale Survey
- PBIS Training for All Departments (transportation, custodial staff, cafeteria, front office paras, teachers, admin, etc.)

2nd Performance Objective:

Establish Procedures for Consistent Use of Social and Emotional Resources

Action Steps:

- Review and Adopt New Curriculum for Social and Emotional Learning if Needed
- Use the Saebrs/MySaebrs results to create small groups for targeted interventions
- Use SWARM referrals for targeted intervention



Goal Area III

Staff Learning & Growth

Initiatives:

Creation of PL opportunity (Staff Leadership Academy)

Establish Professional Learning based on school/teacher needs

Establish Recruiting Team to go to Job Fairs for diverse groups

1st Performance Objective:

Foster Staff Leadership Practices

Action Steps:

- Plan elements of Leadership Academy

2nd Performance Objective:

Develop and Refine Instructional Practices to Increase Teacher Effectiveness

Action Steps:

- Determine Professional Learning needs across the district
- Establish Professional Learning opportunities for teachers to model instructional strategies to colleagues

3rd Performance Objective:

Increase Recruiting and Retention of Quality Teacher and Staff

Action Steps:

- Develop a diverse recruiting team
- Recruiting Team attends job fairs across the state (including at least three HBCUs)



Goal Area IV

Stakeholder Involvement & Communication

Initiatives:

Parental Engagement
Community Partnerships
Communication Plan

1st Performance Objective:

Expand Opportunities for Parental Involvement at All Schools

Action Steps:

- Increase the number of diverse parents to participate in school councils
- Increase the number of diverse parents to participate in the Superintendent's advisory committee
- Establish baseline data for parent participation in school readiness events
- Establish baseline data for parent participation in school-level surveys

2nd Performance Objective:

Foster Community Partnerships to Enhance Student Learning

Action Steps:

- Develop a list of current community partnerships for each school
- Contact community partners to assess level of contribution/participation

3rd Performance Objective:

Utilize Various Forms of Communication to Promote Effective Relationships within Schools and with Stakeholders

Action Steps:

- Survey stakeholders to determine preferred method and frequency of communication
- Analyze survey results to determine preferred communication method
- Implement system-wide communication platform
- Share instructional procedures and policies for system-wide communication platform
- Monitor implementation of communication plan
- Provide professional development training on communication plan expectations
- Partner with Dr. Stembridge and her team to obtain data from the Family Engagement Teams at each school



Goal Area V

Operations/Organizational Growth & Diversity

Initiatives:

Update and Maintain Classroom Technology

Increase Student Safety Based on Training and Access to Technology

Centralize Information for Support Services (maintenance, food service, transportation)

1st Performance Objective:

Improve Technology Access for All Stakeholders

Action Steps:

- Purchase of 4000 chromebooks in the summer of 2021 to achieve one to one status
- Purchase of classroom touch screen panels
- Schools will evaluate individual needs yearly in the spring and communicate the need to the technology department

2nd Performance Objective:

Ensure Safe and Effective Environments for Students & Staff

Action Steps:

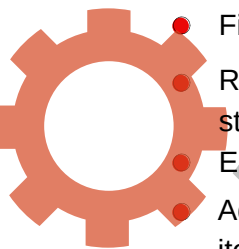
- Train bus drivers on de-escalation and dealing with student behavior
- Collaborate with administrators handling bus discipline to ensure consistency and clarity
- Identify vendor for Wifi on buses to improve bus safety by providing real-time bus access
- Ensure lockdown capability for all schools and programs

3rd Performance Objective:

Develop and Implement Effective and Efficient Operational Practices

Action Steps:

- Determine the capability of the current maintenance ticket system and find out if it can be used more efficiently
- Find and implement a new ticket system if the current system does not fit our needs
- Re-train school staff on the use of Infofinder LE to obtain transportation information on students
- Encourage parents and schools to use the student GPS app for student transportation
- Add additional responsibility to personnel and/or add a position to manage checking in items received



Governance Team

Dr. Jason Miller
SUPERINTENDENT

Mr. Frank Griffin
CHAIR

Mrs. Claire Lang
VICE CHAIR

Dr. Trey Newell
BOARD MEMBER

Mr. Jamie McDowell
BOARD MEMBER

Mrs. Donna Ford
BOARD MEMBER



Strategic Planning

Team Members

Community Members

Lisa Bjorklund, Parent
Lindsay Bridges, Community Business Partner
Lisa Davis, Chamber President
Kathryn Dutcher, Parent
Jennifer Hammond, Parent
Teresa Heard, Parent
Samantha Huiras, Parent
Scott Jernigan, Community Business Partner
Michael Kennedy, Lee County Library
Miranda Murphy, Parent
Allison Morrison, Parent
Ihuoma Ohamidike, Parent
Melissa Oman, Parent
Milan Patel, Parent
Jennifer Perkins, Parent
Josh Posey, Parent and Pastor
Judy Powell, City Council Member
Jason Renfroe, City Council Member
Kelly Roberson, Parent
Shannon Shepard, Community Business Partner
Patsy Shirley, Family Connections Director
Michelle Smith, Community Business Partner
Heather Stanley, Parent
King West, Parent
Marion Whitlock, Parent

Students

Loryn Bell, LCMSE Student
Kinsley Bynum, LCMSW Student
Cole Faucheux, LCHS Student
Jordan Davis, LCHS Student
Daniel Iriarte-Cruz, LCMSW Student
Ian Harding, LCHS Student
Hilton Manry, LCHS Student
Chimdinma J. Ohamidike, LCHS Student
Arya Patel, LCHS Student
Forum Patel, LCHS Student
Paresh Patel, LCMSW Student
Chistina Tillis, LCHS9 Student
Olivia Vanderwalt, LCMSE Student

District Leaders

Dr. Jason Miller, Superintendent
Lisa Bailey, Social Services Coordinator
Daisy Beaver, Instructional Technology Specialist K-12
Regina Dunn, Food Services Director
Kevin Dowling, Assistant Superintendent for Personnel
Robin Giles, Special Education Director
Trey Haynes, Transportation Director
Susan Manry, Assistant Superintendent for Curriculum and Instruction
Yolanda Robinson, Public Relations Coordinator
Dr. Brooke Stembridge, Federal Programs Director/Literacy Coordinator

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Strategic Planning Team Members...

Staff

Holly Black, LCES Principal
Ashley Brim, PreK Director
Rhonda Carlisle, LCMSW Teacher
Billy Cash, TOES Teacher
Kayla Day, LCPS Teacher
Debbie Devane, LCPS Principal
Jonathan Dyal, LCMSW Assistant Principal
Kelli Duke, LCMSE Principal
Aaron Edmondson, TLC Director
Shirley Edwards, LCHS9 Teacher
Kelly Glass, LCMSE Teacher
Rhett Grant, LCMSE Assistant Principal
Trey Green, TLC Teacher
Brandy Hagler, LCHS Teacher
Dr. Karen Hancock, LCHS Principal
Shelley Harrell, KPS Teacher
Brian Holt, TOES Assistant Principal
Ginger Lawrence, LCHS9 Principal
Rocky Ledford, KPS Assistant Principal
Jason Millsapp, LCHS Teacher
Jaimie Murdock, LCPS Assistant Principal
Kasey Norris, LCES Teacher
Eron Olsen, TLC Teacher
Dr. DeeAnn Owen, LCHS Instructional Support Specialist
Erin Peavy, LCMSE Instructional Support Specialist
Katie Peppers, TOES Principal
Brian Roberson, LCHS9 Assistant Principal/CTAE Director
John Savelle, LCMSW Principal
Sandy Sellers, PreK Teacher
Dr. April Smith, LCMSW Instructional Support Specialist
Candice Smith, LCES Assistant Principal
Kevin Taylor, LCHS Assistant Principal and Family
Engagement Coordinator
Pam Willis, KPS Principal

GSBA Facilitators

Dr. Steve Barker, Director of Strategic Planning
Lynita Jackson, Strategic Planning Services and
Vision Project Manager

GLISI Facilitators

Dr. Jennie Welch, Vice President of Strategy
and Finance
Dr. Stan DeJarnett, President North Main
Visioning, LLC
Dr. Raymond Bryant, Jr., Consultant



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