

2027-2032 STRATEGIC PLAN

LEE COUNTY SCHOOL SYSTEM

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LEE TROJANS







MISSION & VISION

Mission: **L**earning with purpose, **E**mpowering with support, **E**xcelling without limits.

Vision: Provide exceptional educational experiences that prepare students to be productive citizens.

BELIEFS

WE BELIEVE IN:

Investing in our students through strong, trusting partnerships between home, school, and community.

Providing each student an equitable, challenging, and 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 and targeted resources.

Preparing all students with the academic, social, and work skills necessary to be productive citizens in school and life.

PROCESS & IMPROVEMENT MODEL

The Lee County School System utilized a **district improvement process that incorporated our evidence-based district improvement approach.**. The Lee County Board of Education developed a Strategic Planning Team to review and revise the Mission, Vision and Beliefs of the district. The comprehensive process began during the 2024-2025 school year and concluded in the Spring of 2026. During this time, the Strategic Planning Team engaged the community and all stakeholder groups to create widespread input, feedback, and ownership in the process and outcomes to support the district, school improvement, and ultimately, all students.

Highlights of this process included:

- A comprehensive community engagement component that allowed stakeholders to have a voice in the strategic improvement planning process.
- A diverse planning team that represented varied stakeholder groups to develop the plan.
- A facilitated planning process that assisted the planning teams in analyzing the strengths, weaknesses, opportunities and threats of the school district.
- Experts working collaboratively with the Board of Education in reviewing and revising the mission, vision, beliefs, goal areas and elements of the strategic improvement planning process and the role of the Board of Education in the process. This collaboration included faculty and staff from all ten campuses and programs.
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan.

MODEL FOR IMPROVEMENT

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, review of multiple sources of data, results from two accreditation reviews (Cognia and Georgia Accrediting Commission), and a survey of stakeholders.



IMPROVEMENT MODEL PHASES

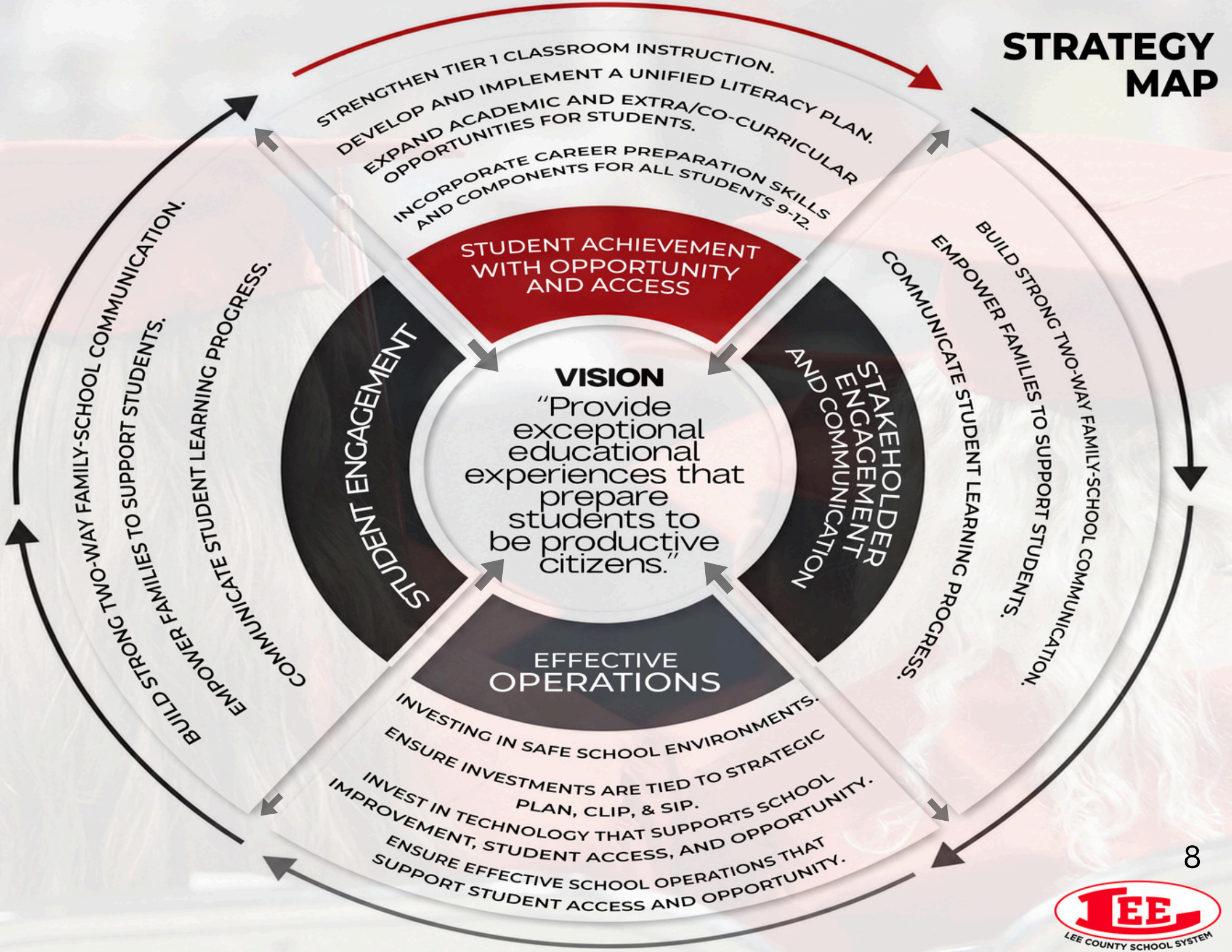
Community Engagement: In the 2024-2025 school year, the strategic improvement planning process began with stakeholder input and advisory sessions that involved over 90 representatives from all stakeholder groups. LCSS also provided a stakeholder survey as a part of our Cognia reaccreditation process to gather vital input from the community and received 631 responses to the online survey.

Board of Education: In the Spring of 2026, the Board of Education met with the Georgia School Board Association representative to review the strategic planning process and the data collected. They had the opportunity to review and consider revisions to the Mission, Vision, and Beliefs.

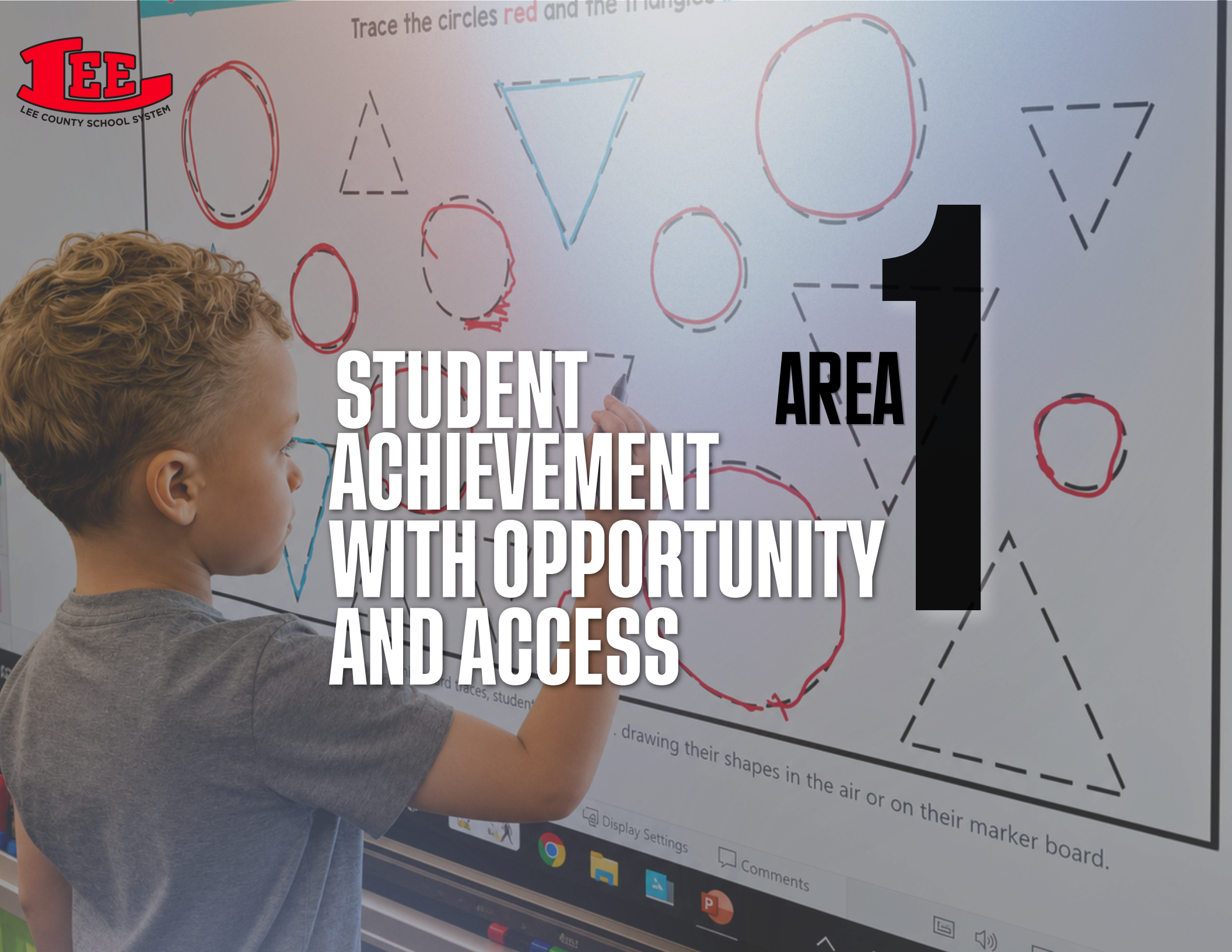
Community Planning: A group of approximately 40 people representing stakeholder groups from the school board, central office, schools, parents, students, businesses, and other community representatives were assembled to answer the questions: “Who are we?”, “Where are we now?”, and “Where do we want to go?”. Specific outcomes included current successes, opportunities for growth, and specific areas of focus for improvement.

Action Team: In May and June of 2026, five teams totaling 32 people were assembled to answer the question, “What do we want to see as a final outcome of improvement in these goal areas?” 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 Strategic Improvement Planning Process, “What do we plan to do to make change/growth happen?”

STRATEGY MAP



LEE COUNTY SCHOOL SYSTEM



LEE COUNTY SCHOOL SYSTEM

AREA 1

STUDENT ACHIEVEMENT WITH OPPORTUNITY AND ACCESS

AREA 1

STUDENT ACHIEVEMENT
WITH OPPORTUNITY AND ACCESS

Goal 1: Close achievement gaps each year by strengthening access, expanding opportunity, and supporting every student's academic growth.

Initiative #1	**Strengthen Tier 1 Classroom Instruction**
Initiative #2	**Develop and Implement a Unified Literacy Plan**
Initiative #3	**Expand Academic and Extra/Co-Curricular Opportunities for Students**
Initiative #4	**Incorporate career preparation skills and components for all students 9-12**

GOAL AREA 1
INITIATIVE 1

STUDENT ACHIEVEMENT
WITH OPPORTUNITY AND ACCESS

Goal 1: Close achievement gaps each year by strengthening access, expanding opportunity, and supporting every student's academic growth.

STRENGTHEN TIER 1 CLASSROOM INSTRUCTION

Action Step #1	Implement and provide professional learning for "Building Thinking Classrooms 6-12 Math"
Action Step #2	Provide training and implement effective strategies to maximize student learning
Action Step #3	Provide and implement professional learning on problem solving and critical thinking at K-12
Action Step #4	Revise the k-2 standards based report card

GOAL AREA 1
INITIATIVE 2

STUDENT ACHIEVEMENT
WITH OPPORTUNITY AND ACCESS

Goal 1: Close achievement gaps each year by strengthening access, expanding opportunity, and supporting every student's academic growth.

DEVELOP AND IMPLEMENT A UNIFIED LITERACY PLAN

Action Step #1	Establish measureable literacy goals for all tested grade levels using statewide test results and literacy screening data
Action Step #2	Develop and provide explicit early literacy strategies for learners from birth to age 5
Action Step #3	Establish literacy promotion requirements for grades 1, 3, 5, and 8 to determine students not meeting expected grade level reading proficiency
Action Step #4	Provide and implement science of reading strategies
Action Step #5	Provide and implement reading and writing strategies in all subject areas
Action Step #6	Continue to monitor student progress towards reading on grade level
Action Step #7	Implement a unified literacy plan

GOAL AREA 1
INITIATIVE 3

STUDENT ACHIEVEMENT
WITH OPPORTUNITY AND ACCESS

Goal 1: Close achievement gaps each year by strengthening access, expanding opportunity, and supporting every student's academic growth.

EXPAND ACADEMIC AND EXTRA/CO-CURRICULAR OPPORTUNITIES FOR STUDENTS

Action Step #1	Explore, develop and implement additional CTAE pathways and opportunities, aligned to student interest and regional workforce needs.
Action Step #2	Improve AP, Honors, Dual Enrollment and accelerated identification, enrollment and student performance .
Action Step #3	Extending opportunities in electives and exploratories k-8
Action Step #4	Expand the identification and qualification of the gifted learner

GOAL AREA 1
INITIATIVE 4

STUDENT ACHIEVEMENT
WITH OPPORTUNITY AND ACCESS

Goal 1: Close achievement gaps each year by strengthening access, expanding opportunity, and supporting every student's academic growth.

INCORPORATE CAREER PREPARATION SKILLS AND COMPONENTS FOR ALL STUDENTS 9-12

Action Step #1	12th Grade students are engaged in financial literacy skills | Banking, credit lease/ applications, check writing, tax filing and documents, contract review and general budgeting
Action Step #2	11th grade participate in college and scholarship essay preparation
Action Step #3	10th grade students engage in job application and interview preparation and mock interviews
Action Step #4	Increase 6-8th grade opportunities to learn and practice career soft skills
Action Step #5	Expose 9th grade students to resume and cover letter concepts and creation
Action Step #6	Embed opportunities to practice soft-skills across content areas
Action Step #7	Provide opportunities for college and career exploration across the district


LEE
LEE COUNTY SCHOOL SYSTEM
STUDENT ENGAGEMENT
AREA 2

AREA 2

STUDENT ENGAGEMENT

Goal 2: Increase classroom engagement indicators (e.g., assignment completion rates, attendance rates, participation in extracurricular, students' sense of belonging and active participation metrics) as measured by district instructional and other monitoring tools.

Initiative #1 Increase student engagement through instructional design

Initiative #2 Improve student and staff attendance

Initiative #3 Increase student efficacy

Initiative #4 Promote healthy school climate

GOAL AREA 2
INITIATIVE 1

STUDENT ENGAGEMENT

Goal 2: Increase classroom engagement indicators (e.g., assignment completion rates, attendance rates, participation in extracurricular, students' sense of belonging and active participation metrics) as measured by district instructional and other monitoring tools.

INCREASE STUDENT ENGAGEMENT THROUGH INSTRUCTIONAL DESIGN.

Action Step #1	Implement professional learning on effective high impact instructional strategies
Action Step #2	Professional learning to improve the use of monitoring results to impact teacher effectiveness through feedback and PLC activities that leads to improved student outcomes
Action Step #3	Provide support through coaching cycles to teachers as identified through multiple data sources
Action Step #4	Professional learning and develop expectations on the balance of print and appropriate use of technology in all classrooms

GOAL AREA 2
INITIATIVE 2

STUDENT ENGAGEMENT

Goal 2: Increase classroom engagement indicators (e.g., assignment completion rates, attendance rates, participation in extracurricular, students' sense of belonging and active participation metrics) as measured by district instructional and other monitoring tools.

IMPROVE STUDENT AND STAFF ATTENDANCE

Action Step #1	Identify and monitor chronic attendance concerns
Action Step #2	Develop and implement a clear and consistent attendance protocol across all schools
Action Step #3	School improvement plans include school-level initiatives and communication planning to increase student and staff attendance

GOAL AREA 2
INITIATIVE 3

STUDENT ENGAGEMENT

Goal 2: Increase classroom engagement indicators (e.g., assignment completion rates, attendance rates, participation in extra curricular, students' sense of belonging and active participation metrics) as measured by district instructional and other monitoring tools.

INCREASE STUDENT EFFICACY

Action Step #1	Develop and implement clear and consistent student expectations for learning behaviors through a districtwide counseling plan
Action Step #2	Develop a system of student self-monitoring including opportunities to set personal goals on student performance and behavior
Action Step #3	Develop in the continuous School Improvement planning school-specific initiatives to decrease student behavior incidents
Action Step #4	Develop a plan and process to review student whole-child screeners results with students and families

GOAL AREA 2
INITIATIVE 4

STUDENT ENGAGEMENT

Goal 2: Increase classroom engagement indicators (e.g., assignment completion rates, attendance rates, participation in extracurricular, students' sense of belonging and active participation metrics) as measured by district instructional and other monitoring tools.

PROMOTE HEALTHY SCHOOL CLIMATE

Action Step #1	Develop and implement an evidence-based school-specific mentor program for identified students
Action Step #2	Increase awareness and utilization of community mentor programs and mental health opportunities
Action Step #3	Increase availability and access to clubs, co-curricular and extracurricular activities



STAKEHOLDER ENGAGEMENT AND COMMUNICATION

AREA 3

AREA 3

STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Goal 3: Increase family satisfaction with communication through identified questions on the Georgia annual family survey.

Initiative #1 **Build stronger two-way family-school communication**

Initiative #2 **Empower families to support students**

Initiative #3 **Communicate student learning progress**

GOAL AREA 3
INITIATIVE 1

STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Goal 3: Increase family satisfaction with communication through identified questions on the Georgia annual family survey.

BUILD STRONG TWO-WAY FAMILY-SCHOOL COMMUNICATION

Action Step #1	Establish district and school expectations (flow chart) as to who is responsible for specific communication.
Action Step #2	Establish consistent expectations for communication platform usage across the district.
Action Step #3	Establish ongoing communication to families regarding Parent Square and the importance of strong family-school communication
Action Step #4	Develop school level communication protocols and practices and provide professional learning to administrators on communication norms.
Action Step #5	Develop a plan for utilizing results from the Georgia School Climate survey to determine appropriate school action steps

GOAL AREA 3
INITIATIVE 2

STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Goal 3: Increase family satisfaction with communication through identified questions on the Georgia annual family survey.

EMPOWER FAMILIES TO SUPPORT STUDENTS

Action Step #1	Develop a plan for family engagement opportunities at each school regarding academic and/or wellness support for students
Action Step #2	Increase family engagement opportunities at each school regarding academic and/or wellness support for students
Action Step #3	Provide learning support guides to families each quarter by grade level (K-8) or state assessed subject (9-12).

GOAL AREA 3
INITIATIVE 3

STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Goal 3: Increase family satisfaction with communication through identified questions on the Georgia annual family survey.

COMMUNICATE STUDENT LEARNING PROGRESS

Action Step #1	Develop, implement, and monitor consistent expectations for communicating student progress and grades to families.
Action Step #2	Provide learning opportunities for families on use of district platforms for monitoring student learning progress.
Action Step #3	Provide professional learning to staff on how to lead effective parent conferences (i.e. parent, student, etc.)
Action Step #4	Establish expectations and consistency of implementation by grade band for communication with families (i.e. weekly folders, monthly progress checks, academic & behavior data, etc.)


LEE
LEE COUNTY SCHOOL SYSTEM
EFFECTIVE OPERATIONS
AREA 4

AREA 4

EFFECTIVE OPERATIONS

Goal 4: Ensure that school system investments tightly align with strategic planning and school improvement with a focus on student access and opportunity as measured by budget alignment.

Initiative #1 Invest in safe school environments

Initiative #2 Ensure investments are tied to Strategic Plan, CLIP, & SIP

Initiative #3 Invest in technology that supports school improvement, student access, and opportunity

Initiative #4 Ensure effective school operations that support student access and opportunity

GOAL AREA 4
INITIATIVE 1

EFFECTIVE OPERATIONS

Goal 4: Ensure that school system investments tightly align with strategic planning and school improvement with a focus on student access and opportunity as measured by budget alignment.

INVESTING IN SAFE SCHOOL ENVIRONMENTS

Action Step #1	Train all staff and implement the district provided safety platforms (School Dog/ Centegix) in all schools
Action Step #2	District and SRO collaboration on duties, responsibilities, and goals
Action Step #3	Train staff on effective prevention and de-escalation strategies to address student behavior concerns

GOAL AREA 4
INITIATIVE 2

EFFECTIVE OPERATIONS

Goal 4: Ensure that school system investments tightly align with strategic planning and school improvement with a focus on student access and opportunity as measured by budget alignment.

ENSURE INVESTMENTS ARE TIED TO STRATEGIC PLAN, CLIP, & SIP

Action Step #1	Create opportunities for collaboration between school and district leaders during budget development and planning
Action Step #2	Monitor expenditures regularly to ensure funds are being used to support strategic priorities and student achievement initiatives
Action Step #3	Conduct annual reviews of instructional/support resources to ensure expenditures and investments are effective and have a high return on investment
Action Step #4	Annual adjustment of funding priorities based on district data, needs assessment, and improvement plans

GOAL AREA 4
INITIATIVE 3

EFFECTIVE OPERATIONS

Goal 4: Ensure that school system investments tightly align with strategic planning and school improvement with a focus on student access and opportunity as measured by budget alignment.

INVEST IN TECHNOLOGY THAT SUPPORTS SCHOOL IMPROVEMENT, STUDENT ACCESS, AND OPPORTUNITY.

Action Step #1	Schools will maintain and submit quarterly technology inventories
Action Step #2	Develop a policy to provide guidance for students and staff for use of AI
Action Step #3	Research, purchase, and implement a ticket system for maintenance requests
Action Step #4	Purchase and maintain a one to one student device inventory

GOAL AREA 4
INITIATIVE 4

EFFECTIVE OPERATIONS

Goal 4: Ensure that school system investments tightly align with Strategic Planning, School Improvement with a focus on student access and opportunity as measured by budget alignment.

ENSURE EFFECTIVE SCHOOL OPERATIONS THAT SUPPORT STUDENT ACCESS AND OPPORTUNITY.

Action Step #1	Develop, implement, and monitor a district wide preventative maintenance plan for facilties, transportation, equipment, and operational systems
Action Step #2	Monitor response times and completion of maintenance and service requests to ensure timely completion of all requests
Action Step #3	Research, purchase, and implement geocoding of bus riders to determine transportation needs and ensure accurate ridership

MEET THE GOVERNANCE TEAM

What is a governance team?

A school system governance team is a leadership group made up of the school board and the superintendent. They work together to set the district's long-term vision, establish educational policies, and monitor student progress. Their primary responsibility is to lead the district toward success while leaving day-to-day management to school staff.

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Chair | District 2

Donna Ford
Vice-Chair | District 1

Dr. Trey Newell
District 3

Jamie McDowell
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Fran Walls
District 5

Dr. Kathleen Truitt
Superintendent



STRATEGIC PLANNING TEAM MEMBERS

Special Thanks

Special thanks to our community members and the Superintendent's Advisory Strategic Planning Team for their time, insight, and collaboration in developing this Strategic Plan. Your dedication and partnership have been instrumental in shaping the future of Lee County Schools.

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Lee County High School Faculty
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Lee County Middle School - West Faculty
Lee County Pre-K Faculty
Lee County Primary School Faculty
Transitional Learning Center Faculty
Twin Oaks Elementary School Faculty