



STRATEGIC PLAN

2015-2021

APPROVED JANUARY 11, 2016

INTRODUCTION

Lexington City Public Schools is proud to present its Division Strategic Plan for the improvement of the educational system used to teach the students of our division. This plan requires commitments from the School Board, the Superintendent, administrators, teachers, staff members and the citizens of Lexington. The purpose of this plan is to provide a tool for stating major initiatives and a framework for implementing short term plans to accomplish them. Budgetary commitments are also noted throughout the plan. The success of this plan will be measured in the coming years as the plan will be continually reviewed and revised. Our current plan is a result of many hours of work by many people. Many of our previous goals have been met while others have been revised to meet the changing needs of our students. We will continue to revise our plan to make certain that our students are being provided the best possible public education.

EXECUTIVE SUMMARY

The Lexington City School Board's Strategic Plan: 2015-2021 updates the goals and objectives set forth in The Lexington City School Board's previous plan. Building upon the previous plan, the update reflected in this document provides the framework for resources and policy development to continue Lexington City School's forward momentum in student achievement.

MISSION STATEMENT

The mission of Lexington City Schools is to provide progressive educational opportunities and challenging experiences that are responsive to the needs and talents of all students.

VISION STATEMENT

Lexington City Schools is a community of learners that includes students, teachers, parents, area residents, School Board and administration. This community is engaged in learning the skills needed to be effective users of ideas and information, as well as those skills that promote sensitive human relations, self-understanding, and the integration of total life experiences.

STATEMENT OF CORE VALUES

We believe all students should have high expectations for themselves as lifelong learners; We believe all students should learn and exercise civility and respect for one another; We strive for all students to discover and celebrate the rich cultural diversity of the larger community; and, We believe all students can and should acquire the knowledge, skills, and attitudes to act as resourceful and responsible citizens in a democratic society.

Statutory Requirement for updating the Strategic Plan

§ 22.1-253.13:6. Standard 6. Planning and public involvement.

A. The Lexington City School Board of Education shall adopt a statewide comprehensive, unified, long-range plan based on data collection, analysis, and evaluation. Such plan shall be developed with statewide participation. The Lexington City School Board shall review the plan biennially and adopt any necessary revisions. The Lexington City School Board shall post the plan on the Department of Education's website if practicable, and, in any case, shall make a hard copy of such plan available for public inspection and copying.

This plan shall include the objectives of public education in Virginia, including strategies for improving student achievement then maintaining high levels of student achievement; an assessment of the extent to which these objectives are being achieved; a forecast of enrollment changes; and an assessment of the needs of public education in the Commonwealth. In the annual report required by § 22.1-18, The Lexington City School Board shall include an analysis of the extent to which these Standards of Quality have been achieved and the objectives of the statewide six-year improvement plan have been met. The Lexington City School Board shall also develop, consistent with, or as a part of, its comprehensive plan, a detailed comprehensive, long-range plan to integrate educational technology into the Standards of Learning and the curricula of the public schools in Virginia, including career and technical education programs. The Lexington City School Board shall review and approve the comprehensive plan for educational technology and may require the revision of such plan as it deems necessary.

Lexington City Schools

School Board and
Administrative Staff

Members of the Lexington City School Board as of July 1, 2015

Mr. Rick Cruze, Board Chair

Mr. Owen Collins, Vice-Chair

Mrs. Jeannie VanNess, Board Member

Mrs. Leslie Straughan, Board Member

Mr. Leonard Stewart, Board Member

Ms. Stephanie Burch, Clerk of the Lexington
City School Board

Mrs. Julie Nicely, Deputy Clerk of the Lexington
City School Board

Superintendent of Lexington City Schools

Mr. Scott Jefferies

Lexington City Schools Administrative Staff

Mr. Timothy Martino, Principal at Harrington
Waddell Elementary School

Mr. Steven Eckstrom, Principal at Lylburn
Downing Middle School

Mrs. Rebecca Walters, Director of Instructional
Services



LCS Strategic Plan Survey Summary

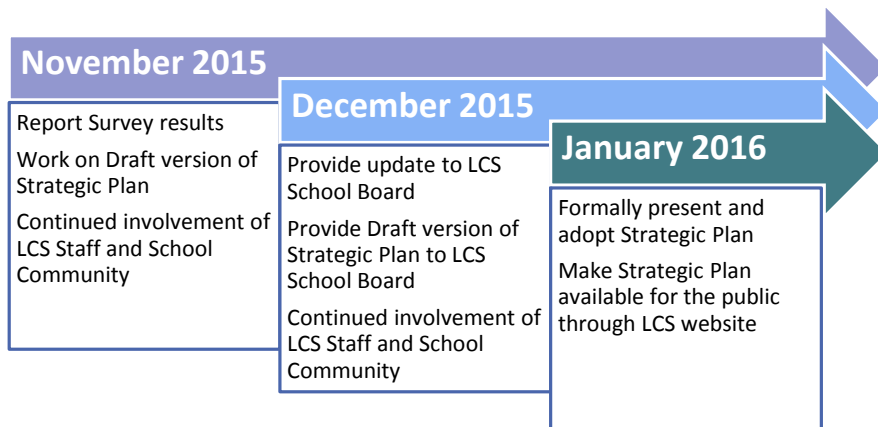
The following pages show the summary of the Lexington City Schools' Strategic Plan Survey. The Survey was offered to our families, staff members, and community members in September/October of 2015.

The Survey was provided to our valued stakeholders on SurveyMonkey, and was distributed via WES Monday Folders, flyers, and the Lexington City Schools' website and Facebook pages.

The Survey provided insight on the thoughts and desires of the individuals that matter most to us – Our School Community.

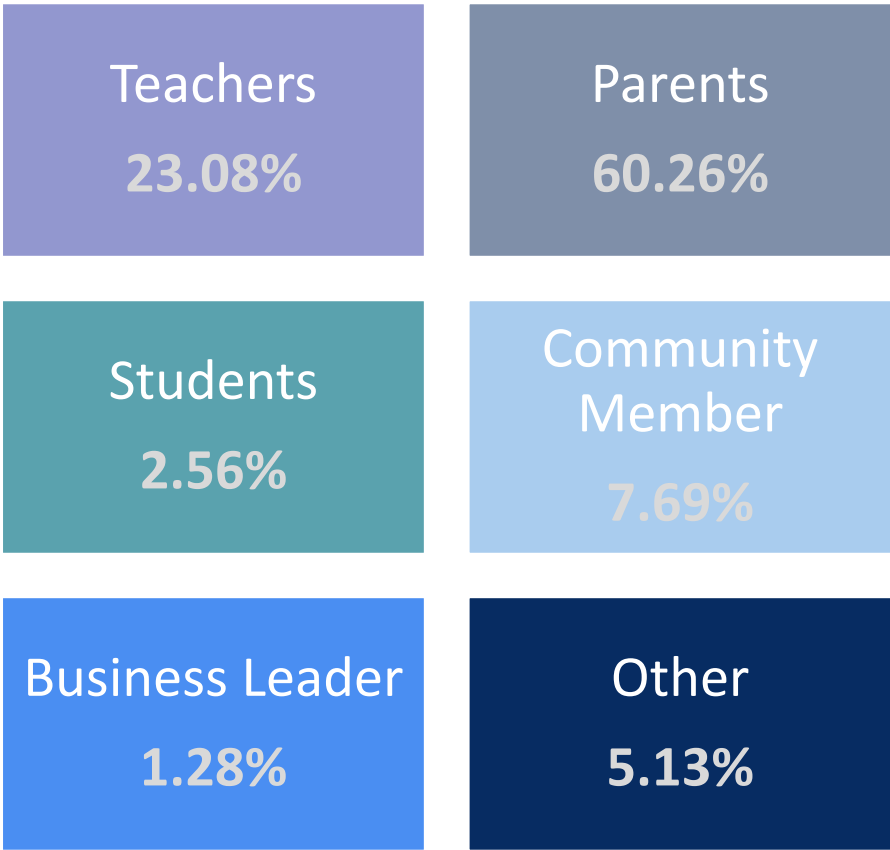
As we plan and work through our Strategic Plan, the information gathered through this Survey will serve as motivation and encouragement to continue our work towards ensuring success for all who are associated with Lexington City Schools.

An anticipated timeline of events is shown below to help guide and direct our work in developing our Strategic Plan:



The following pages in this document will show the questions that were used on our Survey and the results.

What is your relationship to Lexington City Schools?



Total Responses = 78

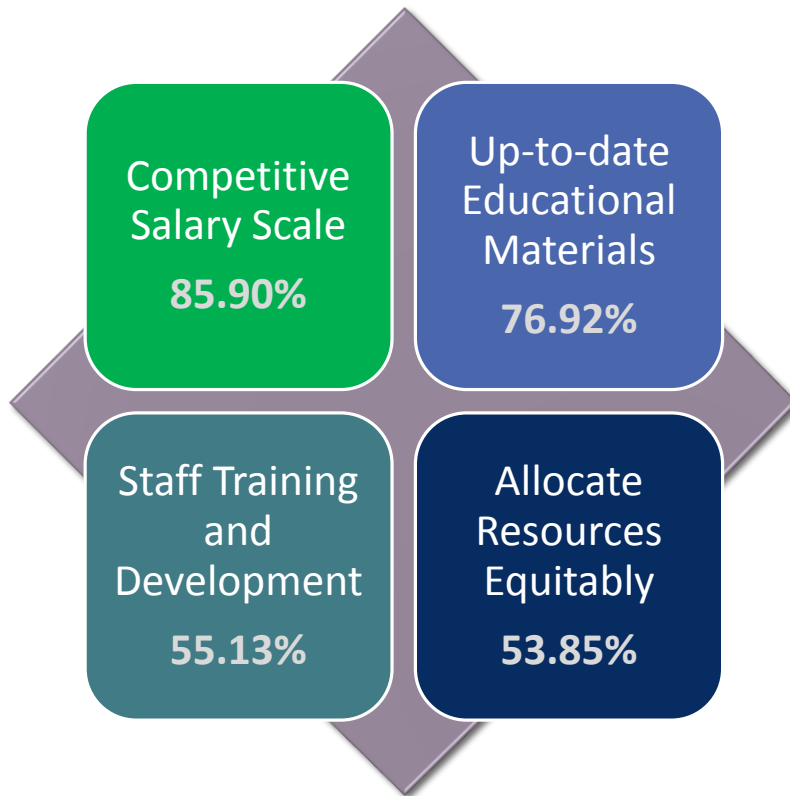
What are the essential skills and abilities that our students should master in order to be successful?



Other Responses

Consumer & Financial Skills	Social Studies & History	Research & Study Skills	Computer Technology	Physical Fitness & Health	Self-Reliance & Independence
11.54%	16.67%	19.23%	14.10%	26.92%	26.92%
Tolerance	Organize, Prioritize, Set Goals	The Arts	Ability to Collaborate	Learn a Second Language	Total Responses
8.97%	29.49%	23.08%	24.36%	10.26%	78

What are the financial priorities for Lexington City Schools over the next 5 to 10 years?

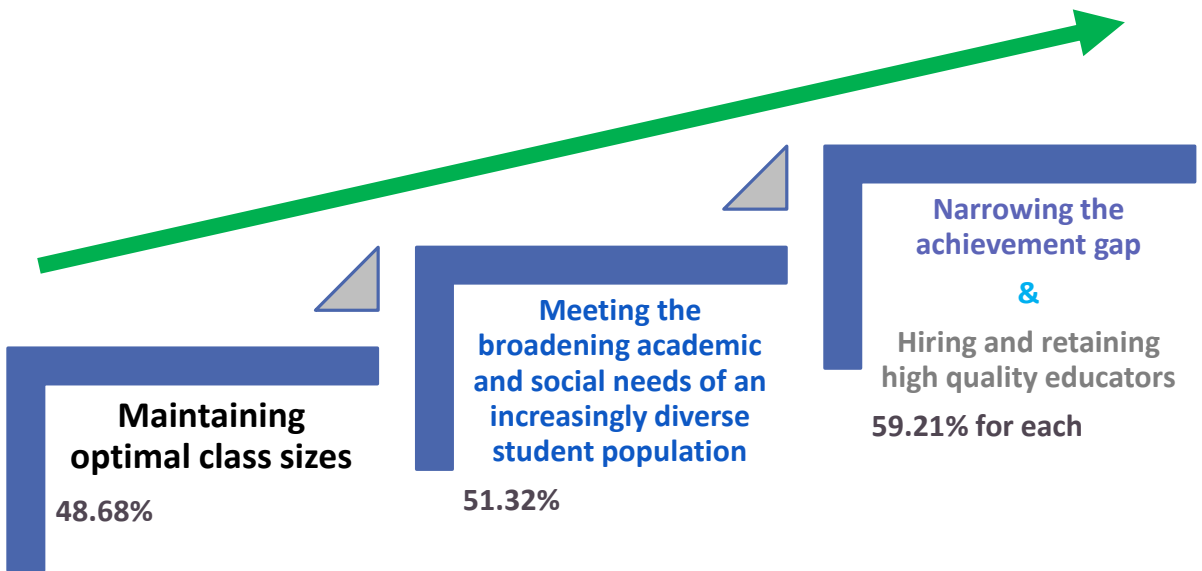


Other Responses

Maintain clean and energy-efficient buildings	41.03%
Providing expanded course offerings at all levels	32.05%
Providing support for all special needs populations	37.18%
Expand and strengthen school programs for parent education and engagement	8.97%
Ensure that business operations are efficient and cost-effective	21.79%

Total Responses = 78

What are the greatest challenges and issues facing Lexington City Schools?



Other Responses

Improving programs for students with special needs	40.79%
Providing a rigorous educational program	22.37%
Responding to local, state and national economic conditions	30.26%
Creating and sustaining active partnerships with families and community members	14.47%
Continuing to meet State and Federal achievement goals	18.42%
Providing quality training and professional development opportunities for all staff	28.95%
Expanding and improving the use of appropriate technology in classrooms	27.63%
Keeping up-to-date quality educators in an increasingly competitive market	35.53%

Total Responses = 76

What measures or evidence do you use to evaluate Lexington City Schools?



Comparisons to other local schools and school systems

38.96%

Virginia SOL scores and other test results compared with state and national scores

20.78%

Gaps in achievement data between different groups

11.69%

Public relations and perceptions in the community

10.39%

Awards and accolades for programs and performance

6.49%



Teacher and staff retention rates

6.49%

Student discipline numbers

2.60%

Comparisons of salary scales to other local school systems

2.60%

Total Responses = 77

What does Lexington City Schools do well?

Lexington City Schools creates a positive climate in which students feel safe and valued

Care for its teachers, students and families

They seem to hire really good teachers and keep them

Provide opportunities for development outside standard curriculum

The teachers allow the students to see them as real people and the students know that their teachers care about them as people

Offers a community where teachers know kids and families well

Serves all students and recognizes differences

Excellent education

Engage students in learning

The amount of school pride and school spirit they display is tremendous and infectious

Builds great relationships between students and teachers

Small class sizes that allow for targeted instruction

Demonstrates care and high standards for its students and faculty

Employs and maintains a dedicated, educated, prepared and caring staff who teach students in an individualized manner unique to a public school setting

Makes individual students feel important

Total Responses = 64

What can Lexington City Schools do better?

Broaden the approach to students with special needs

Decrease achievement gap in different groups of kids

Hire a more diverse staff

Help economically disadvantaged children achieve to their greatest potential

School lunches

Bullying within schools

Do not make excuses for not putting money into needs for students with special needs

The arts

Keep the website up-to-date with information on events

Many of the teachers would benefit in training on differentiation and/or developmentally appropriate expectations students

Encourage the latest teaching methods

Opt out of SOLs

Involve the community to better support our disadvantaged children and families

More aggressive in relationships with RCHS and the County

Transparency

Gifted education

Meet the needs of struggling students

Communication with parents

Provide more exposure and opportunities for 'out of the classroom' educational experiences

Remembering that average learning does not mean you need special education services

Invest in our kids with new furniture and fixtures

Total Responses = 62

What could Lexington City Schools do that would excite you?

New programs

Create more school enthusiasm around athletic teams and more opportunities

Make every student feel proud that they achieved something they did not think they could do

Keep class sizes small

Dual language/immersion classrooms

Pay teachers more competitively

Explore flexible schedules with more interdisciplinary and team scheduling

Start foreign languages before 6th grade

Less worksheets

Eliminate the SOL system

A systematic gifted program

Adopt a true co-teaching model with special education

Update technology

Offer more enrichment activities during and after school

Move into their own building

Keep getting better and better

Simple school uniforms

A bus for LDMS sports

Provide more opportunities for feedback

Changing our assessment/grading procedures

Provide additional funds for books and materials

Incorporate more technology and community programs

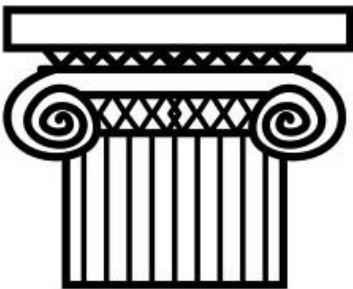
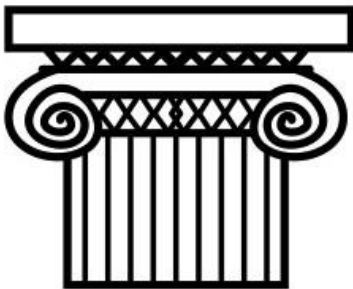
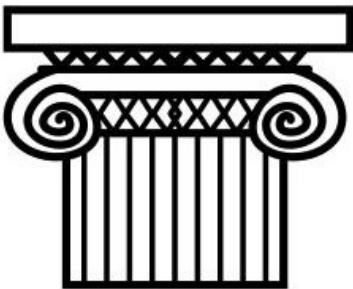
Total Responses = 60

Lexington City Schools

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Leaders **C**itizens **S**cholars

Lexington City Schools will work to develop Leaders, Citizens, and Scholars that display the following characteristics:



Characteristics of Leaders, Citizens and Scholars



Leaders

Citizens

Scholars

Students



Being a positive role model

Helping others in class and in our community

Acting with integrity and sincerity

Displaying positive character traits

Being respectful to all

Matching behaviors with expectations

Being prepared and engaged in all classes

Utilizing critical thinking skills

Displaying perseverance and trying your best in all that you do

Staff



Participating in school groups and committees

Building trusting relationships with students and staff

Modeling professional behaviors and taking pride in our work

Treating each other professionally and with respect

Volunteering in our school community

Collaborating with colleagues and professionals

Participating in professional development opportunities

Seeking ways to improve pedagogy and skills

Monitoring and adjusting instructional practices

School Community



Participating in school PTAs and other school groups

Attending and supporting school events

Communicating with our schools and school leaders

Volunteering in our schools

Supporting our teachers and leaders

Promoting the experiences of our students

Tutoring and mentoring our students

Sharing your talents in our schools and classrooms

Modeling life-long learning



Commitments

[Commitment to the Students of Lexington City Schools](#)

Lexington City Schools is committed to the success of all of our students as lifelong learners and critical thinkers. We value all of our students as individuals who we will partner with as they work towards achieving their full potential. We will strive to provide them with all the educational, emotional, psychological, and physical support needed to prepare them for their future. We will continue to do all we can to ensure success for each individual student.

[Commitment to the Staff of Lexington City Schools](#)

Lexington City Schools is committed to supporting and respecting all employees. We appreciate and value the unique skills and experiences all of our colleagues possess and will support them in reaching their full development and achieving their individual goals. We will continue to recruit and retain a high-quality staff through competitive compensation and by promoting a work environment in which employees share their passion for education.

[Commitment to the School Community of Lexington City Schools](#)

Lexington City Schools is committed to engaging our families and community members as partners in providing a quality education for all of our students. We value the ideas and the support of our families and community, and we will strive to create and maintain open lines of communication. We will continue to be accountable for our results, and will work tirelessly towards improving in all areas of our instructional and operational programs.

Objectives

Lexington City School Board Objectives

The School Board objectives are constantly evolving. They are revised every two years and must be viewed as a continuous process of assessment and evaluation, all of which lead to adjustments as needed. They are also tied closely to the requirements of state and federal statutes and regulations and on the availability and appropriation of funding for public education. The Lexington City School Board's objectives and goals are designed to move the school division to excellence. The objectives define the priorities for the actions and strategies that will be used to set policies and directions for the schools.

Measures for Objectives

The Lexington City School Board is committed to evaluating its progress in leading its schools towards excellence. Part of that commitment involves assessing The Lexington City School Board's progress towards meeting the objectives described in The Lexington City School Board's comprehensive plan and the system described in The Lexington City School Board's vision and mission statements. The methods of evaluation will provide information that describes how well The Lexington City School Board meets its objectives and the state of education in Lexington. The actions of The Lexington City School Board are intended to support all students' ability to achieve to their highest potential. Some actions may not have a direct impact on student achievement and will therefore be monitored over a period of time.

Lexington City Schools

Strategic Plan Objectives

Objective 1: Lexington City Schools will provide support to staff, leadership, and guidance to ensure each student meets or exceeds state and district standards, and is prepared for their next level of education.

Objective 2: Lexington City Schools will provide students, staff, and the school community with safe learning environments.

Objective 3: Lexington City Schools will engage its diverse community as partners to support and sustain a high-quality education system.

Objective 4: Lexington City Schools will align policies and resources with the Strategic Plan



Objective 1: Lexington City Schools will provide support staff, leadership, and guidance to ensure each student meets or exceeds state and district standards, and is prepared for their next level of education.

Desired Outcome

Staff will plan, monitor, and adjust instruction to positively impact student learning.

Action Steps:

- Professional Development will be offered to staff to encourage and facilitate professional growth
- Instructional plans will be aligned with State standards
- Pacing will be appropriate for each grade level
- Enrichment and gifted programs will be offered to extend learning for students beyond the standard
- Interventions will be implemented to provide remediation for students who need extra assistance
- Student academic progress will be monitored through aligned assessments and common classroom practices

Objective 1: Lexington City Schools will provide support staff, leadership, and guidance to ensure each student meets or exceeds state and district standards, and is prepared for their next level of education.

Desired Outcome

Schools will implement strategies involving technology in teaching and learning to prepare all students for our global society

Action Steps:

- Staff will use technology to perform their jobs and fulfill their responsibilities
- Students will use technology in classrooms and outside of school to complete work and extend their learning opportunities
- Students will use technology in classrooms in order to provide them with the necessary 21st century skills to succeed in our global society
- Staff will participate in professional development to become proficient in the use of technology

Objective 2: Lexington City Schools will provide students, staff, and the school community with safe learning environments.

Desired Outcome

Schools will have safety plans and procedures in place to best prepare them for emergencies and severe weather

Action Steps:

- Lexington City Schools will create and follow an effective Crisis Management Plan
- Schools will conduct safety drills in coordination with local law enforcement
- Schools will practice severe weather drills and emergency drills
- Schools will provide staff with training to increase their understanding of physical safety measures, systems, and procedures

Objective 2: Lexington City Schools will provide students, staff, and the school community with safe learning environments.

Desired Outcome

Schools will create and promote a culture of safety

Action Steps:

- Schools will promote positive character traits and positive behavior expectations for all students
- Schools will provide students and staff with opportunities to express and share concerns regarding school safety
- Schools will offer updated training and education on safety measures involving social media, technology, and community relations to promote safe digital citizenship

Objective 3: Lexington City Schools will engage its diverse community as partners to support and sustain a high-quality education system.

Desired Outcome

Schools will engage the school community through social awareness, open communication, and with a respectful and professional approach

Action Steps:

- School staff will promote positive and respectful interpersonal relationships with the school community
- School staff will communicate to our families and the community through accessible, timely, accurate and available channels
- Lexington City Schools will encourage and explore partnerships with businesses and community organizations to address school and program needs

Objective 4: Lexington City Schools will align policies and resources with the Strategic Plan

Desired Outcome

Lexington City Schools will prioritize resources to support the Strategic Plan, to promote student achievement, to provide safe learning environments, and to engage our school community

Action Steps:

- Lexington City Schools will regularly review security plans and safety procedures of all facilities and schools
- Lexington City Schools will continue to support intervention and enrichment opportunities
- Lexington City Schools will monitor their fiscal obligations and accountability for school district resources
- Lexington City Schools will support their schools with necessary resources, budget allocations, programs and staffing
- Lexington City Schools will recruit, hire, and retain certified and classified staff
- Lexington City Schools will develop and enhance leadership opportunities for students and staff
- Lexington City Schools will continue to emphasize and promote positive citizenship traits for students, staff, and our school community

Objective 4: Lexington City Schools will align policies and resources with the Strategic Plan

Desired Outcome

School Improvement Plans will align with the Lexington City Schools Strategic Plan

Action Steps:

- Schools will involve all faculty and staff to annually revise and update improvement plans to address the most recent student achievement data
- Schools will communicate the goals and desired outcomes of their improvement plan to our school community
- Schools will design a professional development program to address the objectives described in their improvement plans



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