Lakeland School System Five-Year Strategic Plan
2019-2024

Mission:
Lakeland School System encourages and supports continuous learning; fosters physical, emotional and intellectual growth; and develops the unique leadership qualities of each individual.

Vision:
Students in Lakeland School System Will:
- Receive an effective, challenging, and engaging education.
- Feel physically and emotionally safe.
- Communicate effectively and respectfully.
- Make responsible decisions.
- Become adept at using emerging technologies.
- Discover and develop their talents through participation in academic, artistic, athletic, and other extracurricular experiences.
- Become productive and engaged citizens.

Teachers/Staff in Lakeland School System Will:
- Respect and develop the emotional, physical, social, and intellectual well being of each child.
- Consider the various learning styles and backgrounds of students.
- Promote character development.
- Research and use innovative teaching strategies.
- Communicate effectively and professionally.

Lakeland School System Will:
- Attract, develop and retain the best teachers, administrators, and support staff.
- Serve as responsible stewards of financial and physical resources.
- Adopt policies that are in the best interests of students and reflect the values and priorities of the community.
- Collaborate with civic and government organizations for the betterment of the community.

Parents and Community Members Will:
- Actively participate in school functions and events.
- Provide opportunities for community based learning.
- Support the school with their time, talents, and gifts.
- Realize and appreciate the benefit of a successful school system.
Summary of Lakeland School System Goals

Goal #1: Empower students to connect with their communities, collaborate with one another, and express themselves creatively using a variety of digital resources.

Goal #2: Attract and retain quality employees.

Goal #3: Improve student achievement in all grade levels and subgroups while reducing achievement gaps.

Goal #4: Improve and increase communication and involvement with stakeholders and the community.

Goal #5: Promote social, emotional, and physical health through the cultivation of safe, supportive, and secure learning environments.

Goals, Objectives, and Strategies

Goal #1: Empower students to connect with their communities, collaborate with one another, and express themselves creatively using a variety of digital resources.

Objective 1: Provide teachers and students with the digital tools, resources, and support they need to connect, collaborate and create in a way that maximizes learning.

Strategies:
- Provide professional development that empowers teachers to utilize digital tools appropriately.
- Staff schools appropriately to allow support for both instructional use of technology as well as hardware and software support.
- Continually evaluate the effectiveness of digital resources to keep them current and relevant.

Objective 2: Refine Lakeland School System curricula to empower and encourage teachers to use innovative teaching methods utilizing digital tools and technologies.

Strategies:
- Create a team to research the implications of implementing the ISTE standards for students.
- Develop expectations regarding opportunities for students to connect, collaborate, and create.
- Develop a professional development plan that allows for maximum teacher input and district responsiveness to technology needs.
- Increase professional development opportunities to allow more teachers and support staff to take advantage of high-quality professional development opportunities.
**Objective 3:** Utilize digital tools and processes to streamline administrative functions, reduce the need for paper copies, and improve ease of communication and record-keeping.

**Strategies:**
- Research and utilize hardware and software to minimize the use of paper record-keeping.
- Develop back-up processes to safeguard data and district records.
- Eliminate outdated communication methods and strategies that are not aligned with digital conversion goals.

**Goal #2: Attract and retain quality employees.**

**Objective 1:** Develop and cultivate a highly competitive compensation and benefits package for teachers and support staff.

**Strategies:**
- Review salary schedules and benefits packages annually to ensure comparability with other districts in both the state and region.
- Collaborate with staff, through employee advisory committees, to identify both monetary and non-monetary incentives for employees and present recommendations to superintendent annually.
- Annually evaluate and revise our strategic compensation plan through the use of teacher and administrator feedback.
- Develop process and cycle for evaluating non-teaching staff.

**Objective 2:** Develop a system of effectively and regularly recognizing teachers and staff members.

**Strategies:**
- Create employee spotlight program to introduce staff to the district and the public.
- Create opportunities for the Board of Education to recognize and reward teachers.
- Solicit feedback from teachers on what types of incentives and recognition are meaningful to them.

**Objective 3:** Provide targeted, specific, and appropriate professional development for teachers and staff.

**Strategies:**
- Create guidelines for professional development requirements/expectations for each year for both teaching and non-teaching positions.
- Provide multiple modes for teacher training opportunities, such as: hands-on workshops, online options, expert teacher-led professional development, and conferences as appropriate.
- Create new opportunities for instructional leaders to participate in PD to improve leadership skills and implement best practices.
- Explore hosting conferences or learning sessions as an alternative to traveling for PD opportunities.

**Objective 4:** Deliver concise, accurate information to employees.

**Strategies:**
- Create on-boarding checklist to ensure information is distributed and gathered to and from new employees accurately.
- Utilize district website and employee portal to disseminate information to employees and potential employees in a timely manner.
- Develop exit interview to use during off-boarding process to gather information on the district’s strengths and weaknesses.
- Review and update all job descriptions as necessary.

**Goal #3: Improve student achievement in all grade levels and subgroups while reducing achievement gaps.**

**Objective 1:** Develop and cultivate effective Professional Learning Communities (PLCs) in each Lakeland School System school.

**Strategies:**
- Provide ongoing support and development for teachers and administrators to support PLC work.
- Provide appropriate time and resources to complete PLC work collaboratively across all departments: general education, EL and exceptional learners (SPED/gifted).
- Utilize common formative assessments to guide instructional decisions, track student progress and improve on the work of PLCs.
- Collaborate with educators to identify areas of strength and refinement in relation to PLC work.
- Utilize PLC leaders to monitor data and assist teachers with the development of appropriate goals and strategies to improve achievement.

**Objective 2:** Provide a continuum of services and personalized meaningful, rigorous curricula for all students.

**Strategies:**
- Provide additional and improved central office support in all areas of instruction and gifted education through the utilization of teacher leaders and committees.
- Implement RTI² with fidelity and in accordance with state policies and recommendations.
- Review and update grading policy and make recommendations to LSS BOE.
- Develop ways to improve STEM (Science, Technology, Engineering, and Math) instruction for all students in grades K-8.
- Offer PD related to our EL population and rigor, enrichment, and higher level learning.
Goal #4: Improve and increase communication and involvement with stakeholders and the community.

**Objective 1:** Provide visible and vocal support for students, teachers and staff.

**Strategies:**
- Invite board members and central office staff to appropriate community and school events.
- Create procedures to utilize social media and traditional media to draw positive attention to the work and success of our teachers, students, and staff.
- Ensure stakeholders such as parents and community members are invited to participate on school and district planning teams, as well as other school level committees.

**Objective 2:** Streamline and provide effective instructions for parents of students in Lakeland School System to access information about their students’ education.

**Strategies:**
- Annually assess and revise the online registration system to ensure that information is accurate and the system is effective.
- Provide parents training or technical support on using district applications.
- Solicit feedback from parents on which communication methods are most effective and helpful.

**Objective 3:** Increase family engagement for all families, including non-English speaking members, by providing translation and interpretation for school and district information.

**Strategies:**
- Utilize the language line service when non-English speaking parents need to be contacted for emergencies.
- Research ways to fund Bilingual Facilitator position for predominant language (Spanish) to communicate with families and support teachers and staff beyond Title I funding expiration.
- Create collaborative relationships between PTA/PTO, Coordinated School Health, Bilingual Facilitator to improve outreach efforts to non-English speaking families to increase involvement.

Goal #5: Promote social, emotional, and physical health through the cultivation of a safe, supportive, and secure learning environment.

**Objective 1:** Increase collaboration between LSS, the community, and state organizations to support student and faculty health and safety.
Strategies:
- Utilize Coordinated School Health Supervisor and Healthy School Teams to identify the health, safety and wellness needs of LSS faculty and students.
- Provide Professional Development opportunities for teachers and support staff that incorporate the Coordinated School Health Model of the “whole child,” which includes the 8 CSH components of: Health Education, Health Services, Nutrition, Physical Education/Physical Activity, Healthy School Environment, School Counseling/Social Services, Student/Family, Community Involvement, and Staff Wellness).
- Develop task forces to accomplish identified health, safety, and wellness needs of LSS.

Objective 2: Implement high quality mental health programs that support the behavioral, social, and emotional needs of Lakeland students.

Strategies:
- Identify opportunities to collaborate more closely with external support organizations that offer training in specific mental health areas.
- Create ongoing learning opportunities for teachers and staff members to increase awareness and knowledge regarding mental health and behavioral issues in children and adolescents.
- Identify and implement a program that will support the needs of military dependent students.
- Utilize advisory councils to evaluate the effectiveness of school counseling programs.

Objective 3: Continually evaluate and identify opportunities to improve the safety and security of students in Lakeland schools.

Strategies:
- Collaborate with District Security Officer, SCSO and Fire Marshall to improve district and school emergency operation plans.
- Streamline communication with parents and local law enforcement in emergency situations.
- Evaluate and update digital safety/citizenship curriculum and delivery.
- Introduce and evaluate the effectiveness of the anonymous reporting app, Stopit!
- Utilize district-approved and supported educational applications and programs in the classroom to increase digital security.