

# Five Year Strategic Plan Proposal

## 2017-2021



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## **Mission:**

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



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## **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 technology.
- Discover and develop their talents through participation in academic, artistic, athletic, and other extracurricular experiences.
- Become productive and engaged citizens.



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## Vision:

### 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 implement innovative, **evidence-based** teaching strategies.
- Communicate effectively and professionally.



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## Vision:

### The 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, reflect the values and priorities of the community, **and are aligned with state and federal guidelines.**
- Collaborate with civic and government organizations for the betterment of the community.



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## Vision:

### 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.



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## 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.



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





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**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 they need to connect, collaborate and create in a way that maximizes learning

*Strategies:*

- Evaluate and select a Learning Management System to organize and share digital resources and curricula.
- Provide Chromebooks to all students in grades 5-8 by fall of 2017.
- 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.
- Visit schools and systems that effectively utilize digital resources.



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

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

*Strategies:*

- Collaborate with teachers and other stakeholders to evaluate and update LSS curricula in a way that considers digital tools.
- 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.



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

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.



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



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## **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:*

- Research salary schedules and benefits packages of other districts in both the state and region.
- Collaborate with school-based educators to identify both monetary and non-monetary incentives for district employees.
- Research and implement ways to creatively use staff and scheduling to maximize planning time for teachers and support staff.
- Continually evaluate and improve our strategic compensation plan through the use of teacher and administrator feedback.



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

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

### *Strategies:*

- Create opportunities for staff members to share successes with colleagues.
- Use social media and traditional media to recognize employees on a regular basis.
- Create opportunities for the LSS School Board to recognize teachers and administrators.



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

Objective 3: Provide targeted, specific, and research-based professional development for all educators.

### *Strategies:*

- Allow for maximum teacher discretion in the selection and creation of professional development opportunities.
- Participate in the state pilot for micro-credentials to allow for increased flexibility in professional development opportunities.
- Set district-wide expectations for annual professional development completion.
- Provide multiple modes for teacher training opportunities, such as: hands-on workshops, online options, expert teacher-led professional development, and conferences as appropriate.
- Continue to provide opportunities for instructional leaders to participate in PD to improve leadership skills and implement best practices.



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





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## **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.
- Utilize common formative assessments to track and improve on the work of PLCs and identify individualized student educational needs..
- Collaborate with educators to identify areas of strength and refinement in relation to PLC work.



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

Objective 2: Develop a team of school-based teacher leaders to support teachers, assist with professional development, analyze assessment data, and serve as liaisons with the central office.

### *Strategies:*

- Budget for stipends to pay school based teachers to serve in instructional support roles.
- Develop job descriptions, responsibilities, and expectations for school-based teacher leaders.
- Utilize teacher leaders to monitor data and assist teachers with the development of appropriate goals and strategies to improve achievement.



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

Objective 3: Provide a continuum of services and personalized meaningful, rigorous curricula for all students.

### *Strategies:*

- Provide additional and improved central office support in the areas of exceptional learning, enrichment, and gifted education through the utilization of teacher leaders and committees.
- Implement RTI<sup>2</sup> with fidelity and in accordance with state policies and recommendations.
- Develop standards-based grading rubrics, and provide opportunities to utilize standards-based grading where applicable.
- Provide integrated STEM (Science, Technology, Engineering, and Math) instruction to all students in grades K-8.
- Maximize opportunities for student choice in the selection of curricular and extracurricular opportunities.
- Make data-based decisions and implement evidence-based instructional practices for all students.



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



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## **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:*

- Schedule appearances for board members and central office staff at appropriate community events.
- Use public gatherings as opportunities to regularly recognize successes in our school system.
- Utilize social media and traditional media to draw positive attention to the work and success of our teachers, students and staff.



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

Objective 2: Research and utilize opportunities to provide and receive clearer, more convenient, and more interactive information to parents of students in Lakeland School System.

### *Strategies:*

- Develop an online registration system using either LSS resources or outside resources that is convenient and cost effective.
- Use digital resources to provide timely feedback to parents and students on a variety of both formative and summative assessments.
- Utilize single log-in for parents, teachers and staff to the extent possible to maximize convenience and access to applicable information.



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

Objective 3: Organize and coordinate the use of district and school social media, websites, and public relations tools to provide unified branding and coherent, consistent messaging.

### *Strategies:*

- Redesign LSS website and develop consistent framework to coordinate with individual school sites.
- Utilize all aspects of Skyward to increase opportunities to communicate with parents in a timely manner.
- Develop, utilize, and coordinate school and district branding marks within and throughout all communication formats.



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





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

Objective 1: Expand coordinated school health coordinator position to support and manage multiple aspects of school and district health and safety responsibilities.

### *Strategies:*

- Develop consistent, clear, and accessible forms and record-keeping to improve inter-district communication of health and wellness data.
- Utilize technology to simplify the secure collection, storage, and sharing of pertinent wellness information.
- Increase the amount of community outreach and coordination of coordinated school health position.



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

Objective 2: Create a Lead Counselor position to develop consistent and coordinated policies and procedures to support the work of school guidance counselors, administrators, and external support organizations.

### *Strategies:*

- Identify opportunities to collaborate more closely with external support organizations.
- Develop consistent procedures for discipline, investigations, communication, and reporting.
- Increase participation in state and professional organization provided opportunities for professional learning.



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

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

### *Strategies:*

- Work with the Shelby County Sheriff's Department to secure the presence of a full time school resource officer to support both Lakeland Elementary School and Lakeland Middle Preparatory School.
- Upgrade security camera system at Lakeland Elementary School.
- Utilize communication tools available in Skyward to improve communication with parents and local law enforcement in emergency situations.
- Evaluate and update digital safety/citizenship curriculum and delivery.