

LEE COUNTY SCHOOLS
STRATEGIC PLAN
2013

K-PREP ELEMENTARY

Goal 1: Lee County Schools will increase the averaged combined reading and math K-Prep scores for elementary and middle school students from 38.0% in 2012 to 72.0% in 2017 as measured by state delivery targets.

Objective 1: Elementary schools will increase the averaged combined reading and math K-Prep scores by 5.7% annually.

Strategy A: Curriculum/Assessment/Instruction – Refinement of these areas will ensure teacher effectiveness and student learning across all grade and content areas.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	District and school leadership will facilitate curriculum alignment (both vertically and horizontally), use of pacing guides and common formative assessments.	Principals District Personnel Teachers	August 2013	June 2017	
2	All teachers will expand use of CIITS for curriculum development, instructional planning, sharing of instructional resources and data analysis. CIITS usage will be monitored.	Principals CIITS Manager Teachers District Personnel	August 2012	June 2017	
3	Principals and teachers will receive training in Math Design Collaboration (MDC) and Literacy Design Collaboration (LDC) strategies, formative assessments, use of data to inform instruction, questioning techniques, appropriate feedback to move students forward and other best practices.	Principals District Personnel Teachers	August 2012	June 2017	
4	The district, along with school personnel, will facilitate the development and use of rigorous instruction with student mastery at 80% or above (80% at 80%).	Principals District Personnel Teachers	August 2013	June 2017	
5	Students will receive individualized instruction based on state tests and continuous progress monitoring using a variety of programs and strategies.	Principals District Personnel Teachers	August 2013	June 2017	

K-PREP LEE COUNTY MIDDLE SCHOOL

Objective 2: Lee County Middle School will increase the averaged combined reading and math K-Prep score by 6.7% annually.

Strategy A: Curriculum/Assessment/Instruction-Refinement of these areas will ensure teacher effectiveness and student learning across all grade and content areas.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	District and school leadership will facilitate curriculum alignment (both vertically and horizontally), use of pacing guides and common formative assessments.	Principals District Personnel Teachers	August 2013	June 2017	
2	All teachers will expand use of CIITS for curriculum development, instructional planning, sharing of instructional resources and data analysis. CIITS usage will be monitored.	Principals CIITS Manager Teachers District Personnel	August 2012	June 2017	
3	Principals and teachers will receive training in Math Design Collaboration (MDC) and Literacy Design Collaboration (LDC) strategies, formative assessments, use of data to inform instruction, questioning techniques, appropriate feedback to move students forward and other best practices.	Principals District Personnel Teachers	August 2012	June 2017	
4	The district, along with school personnel, will facilitate the development and use of rigorous instruction with student mastery at 80% or above (80% at 80%).	Principals District Personnel Teachers	August 2013	June 2017	
5	Students will receive individualized instruction based on state tests and continuous progress monitoring using a variety of programs and strategies.	Principals District Personnel Teachers	August 2013	June 2017	

K-PREP LEE COUNTY HIGH SCHOOL

Goal 2: Lee County High School will increase the English II and Algebra II End of Course (EOC) from 41.9% in 2012 to 71.0% in 2017 as measured by state delivery targets.

Objective 1: Lee County High School will increase the English II and Algebra II End of Course (EOC) scores by 5.8% annually.

Strategy A: Curriculum/Assessment/Instruction –Teachers will implement KCAS instructional strategies using best practices in Math Design Collaborative (MDC), Literacy Design Collaborative (LDC) along with curriculum development and other best practice methodology.

#	Activity	Responsibility	Implementation Date	Completion Date	Status- As of (Date)
1	Principals and teachers will receive training in Math Design Collaboration (MDC) and Literacy Design Collaboration (LDC) strategies, formative assessments, use of data to inform instruction, questioning techniques, appropriate feedback to move students forward and other best practices.	Principal Gear Up Academic Coach District Personnel	Summer 2013	June 2017	
2	All teachers will use CIITS for curriculum development, instructional planning, sharing of instructional resources and data analysis. CIITS usage data will be monitored monthly.	Principal Dept. Heads CIITS Manager	August 2013	June 2017	
3	The district and school leadership will facilitate curriculum alignment (both vertically and horizontally), use of pacing guides and common formative assessments.	Inst. Supervisor Principals Academic Coach	August 2011	June 2017	
4	The district, along with school personnel, will facilitate the development and use of rigorous instruction with student mastery at 80% or above.	District Personnel Principal Coach	August 2013	June 2017	

GAP

Goal 3: By 2017, Lee County School District will increase the average combined reading and math proficiency ratings for all students in the non-duplicated gap groups (free/reduced lunch) from 34.36% to 67.2%.

Objective 1: All students in grades K-12 will increase the combined average reading and math proficiency rating each year by 6.74%.

Strategy A: Analyze assessment data to identify students who are struggling and provide safety nets for students who are struggling.

#	Activity	Responsibility	Implementation Date	Completion Date	Status- As of (Date)
1	Analyze all assessment data and development and monitor tracking sheets for all students.	Principals Teachers	September 2013	June 2017	
2	Implement an ESS program that targets students who are struggling academically and implement research based programs focusing on skills.	Principals Teachers ESS Coordinator	September 2013	June 2017	
3	Implement a comprehensive intervention programs at all grade levels. Develop Credit Recovery – Procedures to include curriculum, logistics and credits.	Principals Teachers	September 2013	June 2017	
4	Provide credit recovery classes for students who have failed.	Principal Teachers Council	August 2013	June 2017	
5	Provide professional development on differentiated instruction, best practices and strategies.	PD Committee Principal	August 2013	June 2017	

GAP

Objective 2: Teachers will implement a rigorous curriculum, aligned with state standards in reading and math.

Strategy A: Implement research based strategies addressing the needs of all students.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Conduct curriculum meetings – vertically and horizontal – to identify gaps. <ul style="list-style-type: none"> • Meet with preschool personnel and develop kindergarten readiness checklist • Develop pacing guides/timelines 	District Personnel Principals Teachers	August 2013	June 2017	
2	Provide enhancement opportunities for students identified as gifted and talented. <ul style="list-style-type: none"> • Summer opportunities • EKV Talent Search 	District Personnel Principals Higher Education Gifted & Talented Teachers	August 2013	June 2017	
3	Offer dual and college credit classes to high school students <ul style="list-style-type: none"> • Meet with colleges to discuss waiving the 18 hours needed to teach college credit classes 	District Personnel Principal Teachers ATC Personnel	August 2013	June 2017	
4	Provide professional development as needed on: <ul style="list-style-type: none"> • How to teach with rigor and relevance in their classroom • Standards based reporting • Progress monitoring 	District Personnel Principals	August 2013	June 2017	
5	Maintain consistent communication with parents on the new standards and academic expectations at each grade level.	District Personnel Principals Teachers Parents	August 2013	June 2017	

GRADUATION RATE

Goal 4: Lee County schools will raise the graduation rate as determined by Kentucky Department of Education by a minimum of 2.8% each year for reporting years 2013-2017 and will establish a “No Dropout Zone” in Lee County during this time period.

Objective 1: Lee County will establish a climate and culture to ensure all stakeholders are in support of activities that will increase the graduation rate in the district by 2.8% or more each year.

Strategy A: The district will continue current activities and establish new activities to enhance the communication with and support of the parents and community.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	The district will hold meetings in neutral locations off school campuses and in communities to promote easier access to parents.	Superintendent District Personnel School Personnel	August 2013	June 2017	
2	The district will engage a variety of groups in the community to gain their support in the communication of the district goals and mission as these groups interact with parents.	Superintendent District Personnel School Personnel	August 2013	June 2017	
3	The district and schools will initiate transition “fairs” at key transition points in a student’s education,(2 nd to 3 rd , 5 th to 6 th , 8 th to 9 th) to communicate with parents and engage their involvement in support these key changes.	Superintendent District Personnel School Personnel	August 2013	June 2017	
4	The district and schools will review the location and times of activities to see if issues barriers related to transportation can be reduced or eliminated.	Superintendent District Personnel School Personnel	August 2013	June 2017	

Strategy B: The district will establish a protocol for identifying students that are “at risk” for drop out beginning at the primary grades and elicit the support of the community in an intervention process to assist these students.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	The district and schools will develop, provide any needed training for, implement and monitor the progress of a program beginning at the primary level to identify and provide intervention for all students identified as at risk for drop out.	Superintendent District Personnel Principals Teachers	August 2013	June 2017	
2	The district will elicit the support of community groups to identify mentors and volunteers to work with students identified as at risk.	Superintendent District Personnel Principals Teachers	August 2013	June 2017	

GRADUATION RATE

Objective 2: Lee County will establish additional internal programs to assist student in intensive need of support to ensure all possible barriers to graduation are removed to increase the graduation rate in the district by 2.8% or more each year.

Strategy A: The district will work with the schools to create an alternative placement program to provided intensive assistance to students in danger of dropping out of school.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	The district will create an alternative program for students in needs of intensive support.	District Personnel Principals Teachers	August 2013	June 2017	
2	The district will communicate with regional districts to consider the possibility of a regional program to assist students with intensive need.	Superintendent	August 2013	June 2017	

COLLEGE AND CAREER READINESS

Goal 5: Lee County Schools will increase the percentage of students graduating college and/or career ready from 42.4% to 80% by June of 2017.

Objective 1: Lee County Schools will increase the percentage of students graduating college and/or career ready by 7.2% annually.

Strategy A: CCR Policies and Procedures at the school and district level.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	The Superintendent will develop a district College and Career Readiness policy or will include CCR language in an existing policy.	Superintendent	August 2013	June 2017	
2	The Lee County High School Council will develop a College and Career Readiness Policy or will include CCR language in an existing policy.	Lee Co. High School Principal Lee County High School Council	August 2013	June 2017	

Strategy B: College and Career Readiness education in all grade levels with an intense focus beginning in sixth (6th) grade.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	All teachers will share CCR information and guide students in achieving College and Career Readiness benchmarks.	Principal Guidance Counselor Teachers	August 2013	June 2017	
2	Lee County High School and Lee County Middle School administrators will plan and implement and Operation Preparation program in grades 8 and 10.	Principal Guidance Counselor Teachers	August 2013	June 2017	
3	A committee assigned by the Lee County High School council will be charged with developing a spectrum of response options to meet the needs of students experiencing difficulty in coursework for the purpose of proactively preventing their eventual dropping out from school, those options will include: Assignment Amnesty, Credit Recovery for courses in which students are enrolled in the current semester, Credit Recovery for courses in which students were enrolled in past semesters, Summer School for the purpose of Credit Recovery, Night School for students who have daytime jobs-can count work as project based learning for elective credits and adopted coursework for core or "required" electives. These plans will include the curriculum to be used, the dates, times and locations for student participation, how a credit will be earned and the number of Credit Recovery credits that can be attempted concurrently.	Principal Lee Co. High School Council Teachers	August 2013	June 2017	
4	District and school administrators will devise a plan for meetings with teacher and administrator representative from each grade level, for the purpose of developing steps to College and Career Readiness for each grade level.	Principal District Personnel Lee County High School Teachers	August 2013	June 2017	

COLLEGE AND CAREER READINESS

Strategy C: Track students progress in career pathways annually and college/career readiness regularly.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Principals, counselors and teachers will track and monitor student progress on a Career Data Board to ensure completion on career pathway.	Principal Guidance Counselor Lee Co. High School Teachers	August 2013	June 2017	
2	Principals, counselors and teachers will track student progress in KOSSA, Work Keys, ASVAB and Industry Certificates to ensure that we are able to determine what steps students need to take to become Career Ready.	Principal Guidance Counselor Lee Co. High School Teachers	August 2013	June 2017	
3	Principals will ensure that any teacher not certified in a CTE course to offer an Industry Certificate will have the opportunity to receive coursework to earn that certification. In so doing, every student taking a CTE course will have an additional opportunity to become Career Ready.	Principal Lee County High School Teachers	August 2013	June 2017	

Strategy D: Track students in College Readiness each 9 weeks.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Principals, counselors and teachers will track students progress on a College Data Board. This will enable staff to have conversations about those students not meeting benchmarks in Explore, Plan, ACT, Compass and KYOTE. Doing so will ensure that we have an accurate count of those meeting three (3) benchmarks, meeting two (2) benchmarks, meeting one (1) benchmark and meeting no benchmarks.	Principal Guidance Counselor Lee Co. High School Teachers	August 2013	June 2017	
2	Principals, counselors and teachers will be able to use the College Data Board to identify students who are not meeting benchmarks and are struggling. They will identify students who may be in need of another layer of intervention, make the adjustment in the student's schedule and use probes to measure the level of growth every two (2) weeks.	Principal Guidance Counselor Lee Co. High School Teacher	August 2013	June 2017	

COLLEGE AND CAREER READINESS

Strategy E: Provide Data Notebooks for students.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Administrators and counselors in grades 6-12 will prepare and regularly utilize Data Notebooks for every student in all grade levels.	Principals Guidance Counselors	August 2013	Annually	

CULTURE

Goal 6: District stakeholders will work collaboratively to develop a strong learning culture for students as measured by a decrease in truancy, dropouts, behavior referrals and achievement gaps as well as an increase in the number of proficient and college/career ready students to meet established state goals by May, 2017.

Objective 1: Assessment data will indicate improving district learning culture by meeting annual performance goals established by KDE Delivery Targets.

Strategy A: Monitor and report on quantitative measures of student progress.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Review Student KPREP Performance	Principal Teachers	August 2013	June 2017	
2	Review Student EPAS Performance	Principal Teachers	August 2013	June 2017	
3	Review Gap Performance at all levels.	Superintendent District Personnel Principal Teachers	August 2013	June 2017	
4	Revise Strategic Plan based on review of analysis of student performance measures.	Superintendent District Personnel Principal Teachers	August 2013	June 2017	

Objective 2: Non-cognitive data will indicate improving district learning culture by meeting annual improvement goals established by the school district.

Strategy A: Increase attendance/reduce truancy

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Expand Home-School Contacts to improve student attendance	Principal Guidance Counselor Teachers FRYSC DPP	August 2013	June 2017	
2	Develop and Implement District Truancy Diversion Plan	Principal DPP Guidance Counselor	August 2013	June 2017	

CULTURE

3	Develop and Implement Student Attendance Celebrations	Principal Guidance Counselor DPP & FRYSC	August 2013	June 2017	
4	Monthly Report on attendance progress to Board of Ed	Principal DPP	August 2013	June 2017	
5	Increase rigorous and relevant instruction at all levels to engage students and improve attendance.	District Personnel Principal Coaches	August 2013	June 2017	

Strategy B: Reduce dropouts

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Implement additional barriers to potential dropouts through district policy.	Board Superintendent	August 2013	June 2017	
2	Establish and implement a vision/plan for dropout prevention from kindergarten through 12 th grade.	DPP District Personnel	August 2013	June 2017	
3	Provide alternate settings/alternate programs/alternate schedules for potential dropouts in order to reduce barriers keep students in enrolled in school.	Board Superintendent Principals Council	August 2013	June 2017	

Strategy C: Reduce behavior referrals

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Increase engaging instruction throughout the district in order to minimize disruptions/ office referrals	District Personnel Principals Teachers	August 2013	June 2017	
2	Analyze behavior referrals at the building level to determine trends of referral types, then act on findings to reduce specific referral types	Principals Guidance Counselor Teachers	August 2013	June 2017	

Strategy D: Measure and act upon stakeholder perceptions

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Survey district stakeholders periodically to determine growth areas and opportunities for improvement. Act on the findings (deltas) in order to improve culture.	Superintendent Principals District Personnel	August 2013	June 2017	
2	Analyze TELL Survey results and develop/implement action plan to address deficiencies in culture.	Superintendent Principal District Personnel	August 2013	June 2017	
3	Administer The Missing Piece ASSIST Survey for parents. Develop/implement action plan to address culture deficiencies.	Principals	August 2013	June 2017	

PERSONNEL

Goal 7: The Lee County School District will develop systems/strategies to ensure 100% of administrative and teachers are highly effective as measured by student achievement and TPGES data to meet college and career readiness by 2017.

Objective 1: Lee County Schools will adopt systems for recruiting (Professional Growth Evaluation System), assigning, training, and evaluating all staff.

Strategy A: Lee County Schools will develop a formal job description for each position.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Review "KDE"s Best Hiring Practice Model. See what is applicable for Lee County's hiring model.	Superintendent District Personnel School Administrators	August 2013	August 2014	
2	Develop job descriptions for every position.	Superintendent District Personnel School Administrators	August 2013	August 2014	
3	Use of KDE, KSBA, KASA, local paper and district website to post available positions.	Superintendent	August 2013	On-going	
4	Attend University and College career fairs for recruitment.	Superintendent	August 2013	On-going	
5	Develop interview procedures.	Superintendent District Personnel Principals	August 2013	June 2014	

PERSONNEL

Strategy B: Lee County Schools will develop a system for equitably assigning staff and resources to match teachers/staff strengths and certifications.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Principals will review staff certifications and qualifications when assigning teachers to classes or programs.	Principal	July 2013	On-going	
2	Principal will use past performance activities and evaluations to assist with decisions in assigning staff. (certified and classified)	Principal	July 2013	On-going	
3	Superintendent will assign administrative and support staff based upon their skills, qualifications, evaluations, and other pertinent information.	Superintendent	July 2013	On-going	

Strategy C: Lee County Schools will develop a system for training staff to meet the needs of students/staff/school at all levels.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	All new staff (new and new to the district) will attend an orientation program conducted by the district and schools.	District Personnel School Personnel	August 2013	On-going	
2	All new staff will be provided a mentor during the first year of employment.	District Personnel School Personnel	August 2013	On-going	
3	Non-tenured staff may be recommended by an administrator to continue with mentoring to meet their professional needs.	District Personnel School Personnel	August 2013	On-going	
4	Staff will attend Professional Development based upon individual needs and areas identified by evaluations.	District Personnel School Personnel	August 2013	On-going	

PERSONNEL

Strategy D: Lee County Schools will utilize and expand evaluation systems to monitor and support effective work habits and job performance for all staff.

#	Activity	Responsibility	Implementation Date	Completion Date	Status- As of (Date)
1	Beginning each school year or within first 30 days of hiring to educate staff (certified and classified) the evaluation and personnel policies and procedures for their job description.	District Personnel School Personnel New Staff	August 2013	On-going	
2	Develop an evaluation instrument for all classified positions to ensure all positions have an up-to-date evaluation form/system. Utilize the PGES evaluation system for certified staff.	District Personnel School Personnel	August 2013	On-going	
3	Continue to expand employee recognition programs for all levels of staff and Board. Utilize web/media as part of recognition.	District Personnel School Personnel	August 2013	On-going	

Objective 2: Lee County Schools will work collaboratively with KDE/Technical Schools/Colleges and community partners to provide additional staff and resources.

Strategy A: Lee County Schools will seek opportunities to collaborate with all available partners to provide additional resources.

#	Activity	Responsibility	Implementation Date	Completion Date	Status- As of (Date)
1	Collaborate to provide dual credit courses with higher education institutions and other school districts.	Superintendent Principals Guidance Counselor	August 2013	On-going	
2	Accept students and teachers from local universities.	Superintendent Principals Guidance Counselor	August 2013	On-going	

PERSONNEL

3	Utilize local businesses for job shadowing and co-op opportunities.	Superintendent Principals Guidance Counselor	August 2013	On-going	
4	Work with universities to provide on-site classes for staff and students and/or use of online courses.	Superintendent Principals Guidance Counselor	August 2013	On-going	
5	Expand and continue working with colleges/corporate/community partners on student programs. (TEALS, TRIO, Gear-Up, Upward Bound, Robinson Scholar, Science/Math Academy, Career Days, Readifest, etc.)	Superintendent District Personnel Principals School Personnel	August 2013	On-going	
6	Utilize educational cooperatives, (KVEC, KEDC) and KDE staff for training programs for staff.	District Personnel School Personnel	August 2013	On-going	

FINANCE

Goal 8: Each fiscal year, manage district fiscal resources efficiently and effectively, creating a balanced budget with a contingency of 2% or more to meet established District and State goals.

Objective 1: Increase fiscal efficiency & effectiveness

Strategy A: Annually review district needs and adjust resource allocation as needed.

#	Activity	Responsibility	Implementation Date	Completion Date	Status-As of (Date)
1	Continuous review of all district revenue and expenditures and sharing the data.	Superintendent District Personnel Board	August 2013	June 2017	
2	Review personnel positions and building capacity and adjust as needed.	District Staff School Councils Board	August 2013	June 2017	
3	Review finance processes/procedures for opportunities to streamline.	District Staff Superintendent	August 2013	June 2017	
4	Increase accountability through better understanding of financial data with expanded training of Board members and School Councils.	District Staff Superintendent Board Principals/School Councils	August 2013	June 2017	