

LPCSD Strategic Plan -- Goals and Activities

Strategic Goal #1 - Students First and Foremost

Prioritize the central importance of a diverse student culture that values all students regardless of backgrounds, strengths, interests, and future plans. Ensure all students are equipped with the skills and knowledge to be successful responsive stewards of the world, personally fulfilled, academically challenged, and prepared for individual college and career paths.

- **Establish a decision making process that places students at the center of all outcomes.**
- **Develop a plan that focuses on closing the opportunity gap for socio-economically disadvantaged students.**
- **Collaborate with community organizations and leaders to develop initiatives and programs that:**
 - **connect students in positive ways to the community.**
 - **reduce student drug and alcohol use.**
- **Expand options and increase flexibility toward helping students undertake a range of vocational and educational opportunities.**
- **Create an environment that promotes an educational community that recognizes all members are teachers and embraces student diversity.**
- **Develop programs and initiatives that expand a globally aware community, including international experiences that increase understanding, tolerance, and acceptance.**

Initial Task #1: Develop a parent teacher Student Climate Survey. Collaboratively adopt an effective school-level climate survey that can measure evidence of high expectations and strong student-staff relationships. Administer the survey annually to parents, teachers, and students. Set an initial benchmark and track changes over time.

Deliverable: Collaborate with others to develop a survey

Responsibility: Administration and Board of Education

Timeline: Benchmark taken in May

Measure of Success: Completion, analysis, and summarization of results

Initial Task #2: Initiate a “Lunch and Learn” program. Develop a lunch and learn program that integrates culture, arts and careers into the school day. Invite community members and guest speakers to come and share. All schools -- elementary, middle, and high school -- will participate. Invite a parent or community volunteer to organize and oversee. Seek participants through school newsletters and other avenues of communication.

Deliverable: Host one lunch and learn each month

Responsibility: School counselors, parent organizations, principals
 Timeline: Start Jan 2015 - June 2015
 Measure of Success: Track student participation

Initial Task #3: Mentoring *Student to Student - Teacher to Student - Teacher to Teacher -- and - Community to Student*. Establish a mentoring program that provides “a supportive individual who works with youth to build a relationship by offering guidance, support, and encouragement to cultivate the youth’s positive and healthy development.” (CFES)

Deliverable: Students meet with mentors during homeroom. Additional activities will be developed to promote interactions between mentors and mentees.
 Responsibility: Administration, Teachers, CYC, and CFES
 Timeline: 2015-2016
 Measure of Success: Reduced referrals, improved grades, attendance

Initial Task #4: The 5-Step Checklist. Create a five-step model that parents, students and staff can follow before reacting.

1. Evaluate the big picture.
2. Do you have all the facts?
3. Do others share the same concern?
4. Who should I speak with first?
5. Do you have resolution?

Deliverable: Communicate process through parent meetings, newsletters and email
 Responsibility: Admin, teachers, parents
 Timeline: 2015-2016
 Measure of Success: teacher, parent and student feedback from surveys

Strategic Goal #2 - Education

Continuously ensure that educational programs and extracurricular activities offered by LPCS provide all students with the academic, cultural, physical, social and vocational skills, experiences, knowledge and understanding they will need to thrive in a diverse, dynamic, global society. The school succeeds when the students succeed, and are proud of it!

- **The curriculum will always be outstanding, relevant, current and multi-faceted, and will periodically be reevaluated for the greater good of the whole student body.**
- **Provide regular opportunities for all students to participate in high-quality academic, career and social programs in the school, community and region.**
- **As early as possible, and in conjunction with parents, teachers and counselors, develop appropriate, individualized growth and development pathways for each student. Monitor progress and modify if/when needed.**

Initial Task #1: Finalize and publish curriculum summary statements. Create documents that outline what we are teaching at each grade level and make each accessible by all staff/parents. Highlight that each is a living document that will continually change.

Deliverable: Curriculum summaries for each grade level and department

Responsibility: Individual teachers

Timeline: Beginning of 2015-16 school year

Measure of Success: Summary completions

Initial Task #2: Increase student empowerment/ownership. Provide students with multiple opportunities to announce at concerts, to speak at Board of Education meetings, lead open house tours, etc., thus giving students the opportunity to practice real world skills in a public setting.

Deliverable: Students leading school functions

Responsibility: Administration/Student advisors

Timeline: 2015-2016 school year

Measure of Success: Track number of opportunities for students to practice real world skills

Initial Task #3: Create and strengthen summer learning programs. Provide open-ended reading and writing opportunities over the summer. Allow choices and emphasize that education continues throughout the summer. Collaborate with community organizations like the public library whenever possible.

Deliverable: Summer projects and programs

Responsibility: Teachers and administrators

Timeline: Pilot for summer of 2015

Measure of Success: Track student interest and participation

Initial Task #4: Farm to School (Recycling/Composting Program). Incorporate school garden, recycling and composting programs district-wide.

Deliverable: Instructional materials, Increase of locally grown foods utilized for school meals, reduced trash.

Responsibility: Farm to School Committee, administration, food service staff

Timeline: 2015-16 school year

Measure of Success: Increased student participation in farm to school activities

Initial Task #5: Utilize Outdoor Environment (outdoor classrooms, nature trails, LP Outing Club, etc.). Incorporate the natural environment into teaching and learning. Expand upon outdoor classrooms, nature trails, and summer school outings and partnerships with outside environmental organizations like the LP Outing Club.

Deliverable: Menu of ideas to utilize our outdoor environment
 Responsibility: Teachers, parents and interested outdoor enthusiasts
 Timeline: 2015-2016
 Measure of Success: Track outdoor learning experiences

Strategic Goal #3 - Community Outreach and Involvement

Establish structures and practices that ensure the school district communicates and collaborates with community members and organizations.

- **Better involve the community, teachers, staff, and students in the work of the Board of Education through various methods, including committee membership, communication strategies, partnerships, focus groups and advisory groups.**
- **Build connections between the school district and other public and private institutions, including municipalities, businesses, and other educational institutions.**
- **Utilize technology to improve communication with all members of the community.**

Initial Task #1: Focus Groups. Establish focus groups of students, parents, teachers, community leaders, and members of the business community. Groups shall meet in late September and late January every year. Each meeting should be two separate sessions, the first meeting for each interest group to meet, and the second meeting for all groups to meet together.

Deliverable: Meetings are held twice each year
 Responsibility: The Board of Education and Administration
 Timeline: September 2015
 Measure of Success: Survey results should reflect increased involvement, collaboration, and communication

Initial Task #2: Establish regular meetings between district representatives and students, parent groups, business groups, and local community service groups.

Deliverable: Hold community meetings with different stakeholder groups.
 Responsibility: Board of Education and Leadership Team
 Timeline: 2015-16
 Measure of Success: Attendance and positive feedback.

Initial Task #3: Newspaper partnership. Partner with Lake Placid News to publish messages, news, and events.

Deliverable: Regular articles and other school messages published in the LP News
 Responsibility: LP News editor, Leadership Team, Activity Advisors

Timeline: August 2014 and ongoing
 Measure of Success: Frequency of submissions

Initial Task #4: Organize a Public/Private Community Leadership Board, consisting of participants from ORDA, local municipalities, and the LP Business Association.

Deliverable: Quarterly meetings
 Responsibility: Superintendent
 Timeline: 2015 - 16
 Measure of Success: Joint projects

Initial Task # 5: Partner with ORDA to communicate school activities.

Deliverable: School messages on the ORDA marquee
 Responsibility: LPES and LPMS/HS Main Office Staff
 Timeline: December 2014 and ongoing
 Measure of Success: Frequency of messages

Initial Task #6: Improved use of Social Media and the LPCSD Website.

Deliverable: Post and link newsletters to the website. Link online stories in the LPN from other online sources
 Responsibility: Board of Education and Leadership Team
 Timeline: January 2015
 Measure of Success: Number of hits on each site

Initial Task #7: Update the school's Facebook account on a regular basis so it includes events/happenings/news/sports from the entire district.

Deliverable: Daily posts on Facebook
 Responsibility: District Administration
 Timeline: October 2014
 Measure of Success: Hits on the LPCSD Facebook page

Initial Task #8: Stream Board of Education meetings live on the Internet.

Deliverable: Video of each meeting posted on the district website
 Responsibility: Board of Education
 Timeline: December 2014
 Measure of Success: 75% of meetings streamed live and accessed

Initial Task #9: Board Documents posted electronically online and linked to the website.

Deliverable: Board agendas, minutes, and other information linked to the District website through Board Docs

Responsibility: District Clerk
 Timeline: February 2014
 Measure of Success: Number of times accessed

Initial Task #10: Continue to offer US mail or email options for receiving school communications.

Deliverable: School communications sent weekly
 Responsibility: LPES and LPMS/HS Main Office Staff
 Timeline: Ongoing
 Measure of Success: Survey reflects satisfaction with school - home communication

Strategic Goal #4 - Leadership

Continuously ensure that district and school leaders, as role models for others, build and strengthen a mindset of individual and collective success, and a culture of mutual respect and positive collaboration.

- **Inculcate the notion that all individuals can become leaders, or at least exhibit leadership characteristics. Provide regular opportunities for everyone to attain this distinction.**
- **Institute ways and means to recruit, develop, reward and retain outstanding and high-potential teachers and leaders.**
- **Develop and implement a formal succession planning process for administrators, teachers and staff, for greater future preparedness.**

Initial Task #1: Establish a Leadership Academy for 4th and 5th graders.

Deliverable: Regularly scheduled meetings for students and leadership advisor
 Responsibility: LPES School Counselor & Principal
 Timeline: 2015-16
 Measure of Success: Number of participants per year

Initial Task #2: Publicize and promote leadership. Articulate the qualities of good leadership. Provide posters and other resources to teachers that promote the qualities of leadership. Invite community members into the school to speak about leadership

Deliverable: Posters, speakers, and other communication resources
 Responsibility: Principals and school advisors
 Timeline: 2015-16
 Measure of Success: Number of resources accessed

Initial Task #3: Develop a Leadership Project at LPES. Students will be invited to choose a leadership role in or out of school, carry out those leadership activities, then reflect on and communicate their experiences. The school will recognize successful completion of the Leadership Project.

Deliverable: Create a document that articulates the requirements and expectations for the project.

Responsibility: LPES School Counselor & Principal

Timeline: 2015-16

Measure of Success: Number of successful leadership projects completed

Initial Task #4: Recruit high quality administrative interns who may be considered as potential future leaders.

Deliverable: Create administrative intern program with stipend

Responsibility: District Administration and Board of Education

Timeline: 2015-16

Measure of Success: Satisfying internship experience completed

Strategic Goal #5 - Technology

Utilize technology to engage and inspire students through innovative programs integrated into the curriculum.

- **Develop a broad curricular vision that utilizes technology to enhance student learning through improved interaction and expanded access to information.**
- **Provide professional development to assist teachers in utilizing technology to enhance learning. Identify a dedicated Innovation and Enrichment Coordinator to support teachers in this effort.**
- **Assure that all students have equal access to technology regardless of economic status. Establish a multi-year purchase and replacement plan. Make appropriate use of distance learning technologies.**
- **Optimize operational efficiency through the ongoing use and reevaluation of technology.**

Initial Task #1: Introduce and expand Google Classroom district-wide to encourage innovation and to improve communications and collaboration. Teachers and students will use Google Apps for Education, Gmail, Google Documents, and Google Drive to integrate technology into classroom learning.

Deliverable: Full access of Google platform for faculty and students in grades 4 - 12

Responsibility: Classroom teachers and technology support staff

Timeline: Ongoing, starting in September 2014

Measure of Success: The number of teachers and students using Google platform

Initial Task #2: Create a dedicated electronic device loan program for student use to maximize learning time during extended periods of time out of school.

Deliverable: Availability of appropriate hardware and educational software

Responsibility: Technology department and Educational Leave Coordinator

Timeline: June 2016

Measure of Success: Number of students utilizing devices

Initial Task #3: Teachers will use technology to promote student-centered learning.

Deliverable: Appropriate lesson and unit plans

Responsibility: Classroom teachers and technology support staff

Timeline: Ongoing, starting in September 2014

Measure of Success: Number of technology-driven student-centered learning experiences

Initial Task #4: Create and maintain a repository of technology-rich, grade-specific and subject-specific lessons and projects that are either available online or teacher-created.

Deliverable: Repository of plans

Responsibility: Classroom teachers, Library Media Specialist, and administrators

Timeline: Starting September 2015

Measure of Success: A repository of lesson plans

Initial Task #5: Formalize the district's current technology collaboration efforts so that all teachers will be supported in their work towards integrating technology into their lessons.

Deliverable: Identify Technology Integration Specialists & time available for classroom support

Responsibility: Administration

Timeline: September 2016

Measure of Success: Increasing number of classroom activities using technology integration strategies

Initial Task #6: Provide every student access to a district-owned online laptop or tablet, or provide support for each student's own device through a BYOD option.

Deliverable: Appropriate number of devices

Responsibility: District administration

Timeline: Ongoing, starting September 2014

Measure of Success: Every student has access to an electronic device when needed

Initial Task #7: Develop new technology-based educational programs through BOCES and other partner organizations.

Deliverable: New programs through partner organizations
 Responsibility: District, BOCES, and/or other organizations
 Timeline: Introduce new programs starting September 2017
 Measure of Success: Increasing number of new partner programs

Initial Task #8: The District will create an inventory, maintenance, and replacement plan for all hardware

Deliverable: Plan
 Responsibility: District administration
 Timeline: Ongoing, starting September 2014
 Measure of Success: A multi-year replacement plan in place

Initial Task #9: Build a comprehensive, accessible, paperless document system.

Deliverable: Paperless system
 Responsibility: District administration
 Timeline: Ongoing, starting in January 2014
 Measure of Success: Decrease in overall district expenditures on paper

Initial Task #10: Revise and expand the District's website(s) to include all information and forms required by the administration and classroom teachers. Include experienced community members.

Deliverable: Expanded district web site
 Responsibility: District Administration
 Timeline: Ongoing
 Measure of Success: All information and forms included on the district website

Strategic Goal #6 - Finance

District officials will conduct the financial operations of the school in an open, stable, responsible and fiscally sound manner to adequately provide for student learning, staff compensation and facility maintenance and improvement that is sensitive to both the community's ability to pay and the community's expectation for excellence in education.

- **Regularly assess the financial needs of programs that directly impact student learning. Provide the necessary resources to fund those programs.**
- **Optimize staff to ensure educational excellence with the wisest use of available resources.**

- **Maintain and monitor buildings and grounds to meet high energy, safety, security, and efficiency levels.**

Initial Task #1: Develop a “Budgeting Package” for Principals, to include the following items:

1. Guidelines and Priorities for resource allocation.
2. Budget worksheet with past, present and future expenses by category and with columns for projected needs for two years.

Deliverable: Distribution of package to Principals

Responsibility: Principals and Business Manager

Timeline: Annually, at the start of the upcoming budgeting season in November/December

Measure of Success: Budget that adequately funds all programs

Initial Task #2: Determine return on investment of all major student learning projects and programs:

1. Original goals/objectives and spending projections.
2. Actual results and reasons for hits and misses.
3. Plans going forward.

Deliverable: Presentation of report to Board of Education

Responsibility: Principals and/or proposer

Deadline: Within two years after project/program approval

Measure of Success: Recommendation to continue, revise, or terminate program

Initial Task #3: Maximize staffing plans to ensure student curriculum needs are being met.

Deliverable: Principals deliver staffing plan to Superintendent

Responsibility: Principals, Guidance Counselors, and Superintendent

Timeline: Annually before the upcoming school year in March/April

Measure of Success: Student and parent survey reflects satisfaction

Initial Task #4: Develop a Building & Grounds preventative maintenance plan:

1. Review NYS and District regulations and policies regarding facility management.
2. Create standard operating procedures (SOP) manual for preventive maintenance.
3. Assess plan annually and update as needed.
4. Include annual preventative maintenance needs in the budget.

Deliverable: Distribution of SOP's to appropriate staff

Responsibility: Administration and Building & Grounds Supervisor

Deadline: First edition to be drafted by January 1, 2016, and subsequent editions upon revision

Measure of Success: Established preventative maintenance plan

Initial Task #5: Develop a rolling 5-year facilities plan:

1. Assess the 5-year building condition survey from the architects/engineer firm.
2. Develop plans to address the projects identified on the building condition survey.
3. Allocate funds for addressing capital improvement/maintenance projects.
4. Review annually and update as needed.

Deliverable: Plans approved by the Board of Education

Responsibility: Administration and Building & Grounds Supervisor

Deadline: Existing plans are ongoing and subsequent plans are updated annually thereafter based on the 5-year building condition survey

Measure of Success: Buildings and facilities meet NYS safety regulations

Initial Task #6: Investigate Federal and State rules and regulations about third party funding of certain local school activities/programs through the Adirondack Foundation.

Deliverable: Business Manager reviews regulations

Responsibility: Business Manager

Timeline: July 2015

Measure of Success: Established third-party funding plan

Appendix 1 -- LPCSD Strategic Plan Summary of Initial Activities

Strategic Goal #1 -- Students First and Foremost:

- Mentoring
- Climate survey
- CFES
- Ala-Teen
- Lunch and Learn
- Communication: A Five Step Checklist
- Genius Hour
- Re-market BOCES

Strategic Goal #2 - Education:

- Create and publish curriculum plans and maps that are both horizontal and vertical
- More Student Involvement/Empowerment
- Summer reading and writing
- Farm to School (Recycling/Composting Program)
- Utilize Outdoor Environment (outdoor classroom, natural trail, LP Outing Club)
- Focus on three-fold learning approach (physical activity, creative expression, intellectual learning)
- Community Service (within buildings/outside of building)
- Standards based grading at LPES, moving away from % grading
- Increase trade opportunities at all levels
- Find out how other schools in NYS are embracing CCLS in creative ways
- Skill Set Questionnaire/Interest Inventory
- Digital Portfolios that follow from K-12

Strategic Goal #3 - Community Outreach and Involvement:

- Focus group meetings twice a year
- Regular meetings between District and community groups
- LP News partnership to publish District news
- Public/Private Community Leadership Board
- Use of the ORDA marquee
- Use social media as communication tool, including Facebook and Twitter and link to website
- Stream Board of Education meetings live on-line
- Update Board Docs as BOE communication tool and link to website
- Continue to support newsletter communication via email and hard copy

Strategic Goal #4 - Leadership:

Goal # 4 Summary of Suggested Activities:

- Establish a 4th & 5th grade Leadership Academy at LPES
- Publicize and promote leadership

- Create a Leadership Project at LPES
- Support ongoing leadership development efforts through RYLA, NHS, etc.

Strategic Goal #5 - Technology:

- District-wide use of Google Apps for Education, Google Docs, Google Drive
- Program to promote educational use of iPads outside regular school hours
- Flipped-instruction model of teaching and learning
- Lesson/project plan database that is technology-rich, grade/subject specific
- Peer-delivered technology integration support for teachers
- Provide every student with a laptop or tablet
- Support BYOD (Bring Your Own Device) among students/faculty
- Use of online learning management system (Moodle, Google Classroom, etc.)
- Promote more technology-rich and technology related programs at BOCES
- Multi-year technology purchase and replacement plan
- Move towards paperless environment
- Online communication throughout LPCS community
- Revised, up-to-date, and comprehensive website

Strategic Goal #6 - Finance:

- Develop comprehensive budgeting package for Principals
- Assess and evaluate results of student learning projects and programs
- Develop staffing plan based on needs-assessment
- Develop curriculum plan based on needs-assessment
- Develop building and grounds preventative maintenance plan
- Develop rolling 5-year facilities plan
- Develop a plan for third-party funding of certain school activities/ programs

Appendix 2 -- Good Idea Parking Lot

- 1) Offer a MS/HS Leadership Project similar to that proposed at LPES
- 2) Create a Principal's Advisory Council at every school
- 3) Expand and Develop Student Council at all schools
- 4) Create an 8th grade mentor project with 6th graders
- 5) Initiate a Homework Helpers program
- 6) Connect HS-MS-ES Principal's Advisory Reps
- 7) Invite HS team captains and club officers to speak with LPES classes
- 8) Connect similar HS, MS, and ES clubs – i.e. Newspaper, drama, and art clubs.
- 9) Utilize St. Lawrence University's Tap-a-Leader program and similar recruitment leader tools
- 10) Provide working administrators with mentoring, networking, and advancement program opportunities available through SLU, the Leaf Institute, etc.
- 11) Devote selected teachers to provide technology integration support for fellow teachers for one or more periods per day.
- 12) Expand technology integration to a full-time position. (1) Increase the number of teachers participating, or (2) hire an Innovation & Enrichment Coordinator.
- 13) Assist teachers in using technology effectively for differentiated instruction.
- 14) Co-teach and model the appropriate use of technology to enhance learning.
- 15) Demonstrate the use of websites, Apps, software, devices and peripherals that enhance the teaching of all subject matter.
- 16) Assist teachers in evaluating, selecting and obtaining electronic resources to support a 21st century teaching and learning environment, including Subscription-based databases, Electronic books, e-textbooks, and resources specific to all grade levels and content areas, Video sharing sites, Tools allowing for the creation and publication of resources (Moodle, Wiki).
- 17) Facilitate wireless printing and provide all teachers with document cameras.
- 18) Publish the District's BYOD policy with grade-level criteria.
- 19) Educate staff, students and parents on the intent, concept, and policy of BYOD.
- 20) Make devices available for all students who do not have their own device.
- 21) Maintain a network infrastructure that supports BYOD.
- 22) Create and maintain a room-by-room inventory of computers, laptops and tablets that are networked and are in good working order.
- 23) Survey every classroom teacher to determine the type and number of devices needed to achieve the 1:1 goal
- 24) Implement a BYOD (Bring Your Own Device) program this semester to help achieve the 1:1 computing goal. ¹

¹ Relevant online technology articles:

<http://blogs.kqed.org/mindshift/2014/02/what-will-it-take-for-ipads-to-upend-teaching-and-learning/>

<http://www.educatorstechnology.com/2014/07/a-comprehensive-byod-toolkit-for-schools.html>

- 25) Include estimated lifetime of non-durable/outmode-able goods, trends in enrollment by grade and suggest content/format for proposing major projects/programs.
- 26) Includes two years of historical actuals, current budget and last year's outlook estimate.
- 27) Explore other options beyond the Adirondack Foundation for third party funding.