



Lennox School District 41-4

Serving the communities of Chancellor, Lennox, & Worthing

Strategic Plan (2019-2024)

What We Want to Be: Our Vision

The Lennox School District seeks to create a challenging learning climate that encourages high expectations for success in a safe, caring, and supportive environment and to actively involve our parents, teachers, and community members in our students' learning.

What We Do: Our Mission & Why We Do It

To work together to inspire lifelong learners who innovate, persevere, and collaborate to solve the challenges of tomorrow.

Every School. Every Student. Every Day.

What We Believe In: Our Core Values

- ◆ Students first
- ◆ Rigorous and relevant curricula
- ◆ Quality instruction
- ◆ Continuous improvement
- ◆ Parent/community partnership
- ◆ Accountability
- ◆ Transparency
- ◆ Effective leadership at all levels

What We Want to Accomplish: Our Priorities

Priority Area I. Academic Excellence

- ◆ The Lennox School District will provide students an engaging, rigorous, and relevant curricula, paired with customized instruction to meet each students needs and desired outcomes.

Priority Area II. District Staff

- ◆ The Lennox School District will attract, hire, and retain staff who embrace our beliefs, vision, mission, and goals.

Priority Area III. School Climate

- ◆ The Lennox School District will create and maintain a safe and healthy learning environment in each of the schools.

Priority Area IV. Community Engagement

- ◆ The Lennox School District will enhance communication with all stakeholders to develop a shared responsibility for student success.

Priority Area V. School Governance

- ◆ The Lennox School District will provide governance that will represent all communities and patrons in the school district with a focus in the following areas:
 - i. Policy Management
 - ii. Fiscal Management
 - iii. Facility Management

Every School.

Every Student.

Every Day.

Priority Area I. Measurable Goals and Strategies

Measurable Goals: Academic Excellence		Metric
1-1	By Spring 2020, 100% of students will show growth from fall to spring on NWEA tests in the areas of reading and math.	NWEA MAP tests
1-2	By Fall 2020, The school performance index of each school will surpass all DAK XII schools.	State Report Card
1-3	By Spring 2020, 100% of seniors will earn a certificate through NCRC (80% Silver or higher).	NCRC Exam
1-4	By Spring 2020, the average ACT composite score will be 23	ACT Exam

Strategies: Academic Excellence			
Strategies		Completion Timeline	Admin Team
1-1a 1-2a	Teachers will link NWEA Scores to their SLO's	Set in the fall and evaluated in the spring	Building Principals
1-1b 1-2b	Use personalized goal setting to develop an intrinsic desire to grow academically	Ongoing	Building Principals
1-1c 1-2c	K-2: Utilize skills checklists w/NWEA	Ongoing	Elementary Principals
1-1d 1-2d	Implement RTI with fidelity in grades K-4 (reading)	Ongoing	Elementary Principals
1-1e 1-2e	Use Exact Path for supplemental reading and math personalized learning tool	Ongoing	Elementary Principals
1-1f 1-2f	Use extrinsic motivation interventions to promote student effort.	Ongoing	Principals
1-1g 1-2g	Use growth mindset lessons to help students persevere when faced with challenges	Ongoing	Intermediate Principals
1-2a	Practice Smarter Balanced questions	Ongoing	Principals
1-2b	Bell ringer questions one month before testing, aligned to Smarter Balanced questions	March	Elementary and Intermediate Principals
1-3a	Use extrinsic motivation interventions to promote student effort.	Ongoing	Allison
1-3b	Use personalized goal setting to develop an intrinsic desire to grow academically	Ongoing	Allison
1-4a	Free ACT Test prep for Juniors and Seniors	Fall 2019	Allison
1-4b	ACT Test Prep on Wednesdays during SRB	Ongoing	Allison
1-4c	Move ACT Test Prep to Fall beginning in Fall 2019	Fall 2019	Allison

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Priority Area II. Measurable Goals and Strategies

Measurable Goals: District Staff		Metric
2-1	By Spring 2020, 100% of staff will indicate the evaluation process has improved their professional practice	Survey 2 times per year
2-2	By Spring 2020, 100% of staff will indicate they know the Districts, vision, mission and goals	Survey 2 times per year
2-3	By Spring 2020, 100% of staff will indicate professional development opportunities has enhanced their professional practice	Survey 2 times per year
2-4	By Spring 2020, 100% of staff will indicate communication with their administrator is effective and timely.	Survey 2 times per year
2-5	By Spring 2020, 100% of Lennox School District Employees will report they know how to access information they need to be successful in their position.	Survey 2 times per year

Strategies: District Staff			
Strategies		Completion Timeline	Admin Team
2-1a	Observations/Feedback for certified and classified staff as stated in the Negotiated Agreement	Ongoing	Principals and Directors
2-1c	Teacher Effectiveness Rating on My Learning Plan.	Ongoing	Principals and Directors
2-2a	Weekly grade level meetings and monthly Sped meetings. Agendas and specific notes will be kept and saved.	Ongoing	Principals and Directors
2-2b	Checklists identifying District's vision/goals will be posted in all classrooms	Ongoing	Principals and Directors
2-2c	Checklists identifying District's vision/goals will be posted on the District's website .	August 2019	Superintendent
2-3	Professional development aligned to needs identified in the data analysis process.	Ongoing	Principals/Curriculum Director
2-4	Communication with staff will be provided through multiple outlets i.e. Collection of emails, notes, etc.	Ongoing	Principals and Directors
2-5a	Provide copy of job duties, review negotiated agreement and classified handbook, review staff resources listed on the district website.	Beginning of School year	Principals and Directors
2-5b	Access curriculum standards and have staff and administration complete a checklist recognizing knowledge of standards.	Ongoing	Principals and Directors
2-5c	Access teacher manuals for curriculum taught and have staff and administration complete a checklist recognizing knowledge of manuals.	Beginning of the School year	Principals and Directors
2-5d	Up-to-date (live) curriculum maps and have staff and administration complete a checklist recognizing knowledge of updating curriculum maps at least two times a year.	Ongoing	Principals
2-5e	Navigate the Lennox Website for information needed and have staff and administration complete a checklist recognizing their ability to navigate the district website.	Beginning of the School Year	Principals and Directors

Priority Area III. Measurable Goals and Strategies

Measurable Goals: School Climate		Metric
3-1	By fall 2019, all staff will be trained or recertified on restraint, seclusion, and prevention and de-escalation strategies.	Completion certificate
3-2	By spring 2020, 100% staff will indicate they can successfully execute all parts of the crisis management plan.	Staff surveys
3-3	By spring 2020, 100% of staff will report they feel safe at school	Staff surveys
3-4	By spring 2020, 100% of students will report they feel safe at school	Student surveys
3-5	By spring 2020, 100% of students will report that they have at least one adult at school that cares for them and with whom they can share concerns.	Student surveys
3-6	By spring 2020, 100% of staff will report feeling supported and appreciated at their job.	Staff surveys

Strategies: School Climate			
Strategies		Completion Timeline	Admin Team
3-1a	Annual training and recertification of restraint and seclusion techniques	Annually by September 15.	Welch, Kuyper, Strobel
3-1b	Continued practice of restraint and seclusion techniques by administrators and teachers.	Randomly throughout the year	Welch
3-2a	Fall safety/crisis training	Fall 2019	Russ Nelson
3-2b	Use teachers' mtgs. to review safety procedures	2 times each year.	Principals
3-2c	Maintain a safety committee at LE & LWC Intermediate	Once a month for the first semester	Darin Eich
3-2d	Checklists that all staff know and understand their crisis manual	October 2019	Principals
3-3a	Fall safety/crisis training	Fall 2019	Russ Nelson
3-3b	Use teachers' mtgs. to review safety procedures	2 times each year.	Principals
3-3c	Maintain a safety committee at LE & LI	Once a month for the first semester	Darin Eich
3-4a	Year-long character education discussions.	Weekly throughout the year	Principals and teachers
3-4b	Social skills lessons, Social emotional programming at JH/HS	One time weekly for small groups of students	Teachers and Principals
3-4 c	Drills – Fire, severe weather, crisis management	Two times each semester for fire, April for Severe Weather, Periodically at HS level for Crisis Mgmt.	Principals
3-5a	SRB time at high school level	Ongoing	Teachers and Principal
3-5b	Morning meetings in elementary classrooms	Ongoing	Teachers
3-5c	Social emotional programming at JH/HS levels	Ongoing	HS counselors and principal
3-5d	Guidance class – for all elementary and intermediate classes	1 semester each year	Counselors
3-6	MVP notes, drive by notes, team building activities, small group meetings, principal advisory, superintendent advisory	On going	Teachers, principals, Mr. Conaway

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Priority Area IV. Measurable Goals and Strategies

Measurable Goals: Community Engagement		Metric
4-1	By Fall 2019, the District website will be up to date with current policies, notices, events, staff, and other pertinent information for successful communication	Checklists/Surveys
4-2	By Spring 2020, 100% of parents will indicate they feel informed about what is happening in their student's school	Checklists/Surveys
4-3	By Spring 2020, 100% of schools in the Lennox School District will have a community partner	Checklists/Surveys
4-4	By Spring 2020, 100% of parents will understand the goals and plans within each school building	Checklists/Surveys

Strategies: Community Engagement			
Strategies		Completion Timeline	Admin Team
4-1a	Keeping the website up-to-date and create a checklist of completion	Throughout the school year	Superintendent, Principals, Directors
4-2a	Communication per building principals/directors Tuesday Folders- LE/LI and W, Oriole News on website weekly, Weekly Parent Newsletter, Daily Announcements- JH/HS Do Not Reply Notifications Website check of Oriole News/Announcements Parent/Community Survey	Throughout the school year	Principals, Directors
4-2b	Communication per classrooms- Teacher websites Teacher conferences Website checks Data of conference attendance Parent/Community Survey	Throughout the school year	Principals, Directors
4-3a	Community Partnerships -Business Buddies (JK-4 th) -Lennox Independent -Junior Achievement (3,8,11) -CTE opportunities (HS) -Adult Agencies and Resources Contact between business and classroom/school-teacher track and hand-in at the end of the year	Throughout the school year	Principals, Director
4-4b	Communication of goals/plans Posted on website Website check Parent/Community Survey	End of 1 st semester	Superintendent, Principals, Directors

Priority Area V. Measurable Goals and Strategies

Measurable Goals: School Governance		Metric
5-1	Complete comprehensive review of all policies by December 2019.	Board Communication Report /Policy Manuals
5-2	Base budget decisions on the most efficient and effective allocation and use of our financial, human and physical resources.	Board Communication Report
5-3	Advocate for adequate funding at all levels of government.	Board Communication Report
5-4	Review, evaluate and implement long range plan for maintenance and improvement of facilities, grounds and other resources.	5 year capital outlay report

Strategies: School Governance			
Strategies		Completion Timeline	Admin Team
5-1a	Create annual cycle of review of policies	July 2019	Conaway
5-1b	Review new legislation in May and add or amend policies as necessary	Every June-August	Conaway
5-2a	Implement, review, and evaluate five year projections for the general fund	Every November	Arlt
5-2b	Review cash balance adequacy for current and future fiscal years	Every November	Arlt
5-2c	Provide education and training to staff regarding reducing and avoiding workers' compensation costs.	Every November	Arlt
5-2d	Educate and review with staff the true cost of employee benefits and how to contain healthcare costs	Every November	Arlt
5-3a	Increase legislators' awareness of the District's need for equitable funding, extension of sales tax and setting supplemental state aid amount in a timely manner	Meet with legislators in November and December	Conaway and Arlt
5-3b	Increase legislators' awareness of the District's need for adequate funding for high need populations.	Meet with legislators in November and December	Conaway and Arlt
5-4a	Maintain, review and update 5-year capital outlay plan	Every February	Arlt, Conaway, Luden, Nelson, DeVries, and Building Principals
5-4b	Implement strategies/facility improvements that will provide operational efficiencies	Every February	Nelson and Conaway
5-4c	Modifying facilities to maximize safety and provide educational space that meets today's educational practices	Every February	Conaway, Nelson, and Building Principals
5-4d	Use technology to improve efficiencies related to building use and utilities	Every February	Nelson and Luden