Lenox Public Schools
Strategic Plan 2015 – 2020
The Lenox Public Schools has been a beacon of success in the Berkshires and across the state for decades. But, with changing times, shifting educational expectations, wavering resources and changing demographic trends in the region and throughout New England, The Lenox Public Schools has decided to reflect on its strengths and look for opportunities that will allow it to continue to serve our students and the broader community well into the future.

The resulting Strategic Plan – the first in nearly 30 years – was initiated by the Lenox School Committee at the end of the 2012-2013 school year. Nearly 22 months in the making, this document derives from broad community participation in the form of surveys, focus groups, community meetings, and goal-centered subcommittees. The work of creating this plan took place in two phases. The first was a thorough identification of district issues and successes and community concerns and aspirations. Following this initial phase of fact-finding, the process shifted to the identification of action-oriented goals that would address identified opportunities and issues. This second phase was conducted mainly in subcommittees throughout the fall and winter of 2014-2015.

The document that follows is intended to be a pathway toward the outcomes and achievements that our community has identified as priorities. The five strategic goal areas (Leadership, Professionalism, Academic Excellence, School Culture, and Financial Stewardship) serve to focus these priorities around discrete yet interconnected themes. The many action steps within the goal areas have been carefully chosen to balance ambition and feasibility. The overarching aim of goals, action steps, measures and expectations are to sustain a high-quality educational system.

Our students’ successes are dependent upon an active and involved community. I encourage all community members to participate in making our schools great.

Timothy Lee
Superintendent
Lenox Public Schools provides a superior education by developing each student’s unique talents, interests, and goals.

Our schools exist to support the academic development and nurture the social and emotional growth of each child in a respectful environment that encourages lifelong learning and responsible citizenship.

- Compassionate, understanding, and empathetic for each other
- Respectful and honest in our interactions
- Responsible and accountable to our community
- Determined and adaptable in our efforts and actions
Lenox Public Schools
Strategic Plan 2015-2020
Overview

Vision: Provide a superior education by developing each student’s unique talents, interests, and goals.

Mission: Support the academic development and nurture the social and emotional growth of each child in a respectful environment that encourages lifelong learning and responsible citizenship.

Leadership
Enact a respectful model of leadership that encourages broad participation of faculty, students, and community.

Professionalism
Empower staff through professional growth opportunities.

Academic Excellence
Provide an outstanding academic program that delivers strong foundational knowledge and the necessary supports for each student to explore his or her individual interests and talents.

School Culture
Cultivate an environment in which students have a sense of belonging and responsibility.

Finance
Produce consistent evidence of financial stewardship.

Communication plan
- Transparent, accessible data
- Timely, consistent reporting
- Community forums
- Variety of media

Leadership conduct and development program
- Demonstrate values
- Develop future leaders
- Plan proactively for staff leadership

Team-building
- Engage faculty in Professional Development (PD) planning
- Engage stakeholders in academic program design

Leadership accountability and responsibility
- Stick to the Strategic Plan
- Seek and adapt to new data

Create and maintain positive professional learning environment
- Explicit acknowledgement of accomplishments.
- Structure for collegial learning.

Engender shared leadership and collective responsibility
- Professional Learning Community

Maintain and improve academic performance
- Differentiated Instruction
- Curriculum alignment

Develop students’ individual talents, interests, and goals
- Student portfolio project
- Constructivist teaching

Build a positive learning environment
- Increased communication
- Targeted activities

Promote community and school service
- New service opportunities
- Enhanced service credits
- Consideration of service requirement.

Increase enrollment
- Out-of-district resident student exit interviews and in-district student satisfaction surveys

Convey pride
- Opportunities for shared success

 Align PD with school and staff needs
- Needs-based PD offerings

Increase enrollment
- Marketing plan
- Scenario plans
- Choice clarity

Communicate finances
- Budget updates

Compassionate, understanding and empathetic for each other -- Respectful and honest in our interactions -- Responsible and accountable to our community -- Determined and adaptable
Enact a respectful model of leadership that encourages broad participation of faculty, students, and community.

Goal #1 – Communication plan
LPS leaders will support a culture of open communication and comprehensive access for all stakeholders that encourages transparency, collaboration and shared responsibility for information, data and processes.

Goal #2 – Leadership conduct and development program
LPS leaders will lead by example and promote diversity and model behaviors they expect from others. LPS leaders will actively seek out, guide, and mentor potential future leaders.

Goal #3 – Team-building
LPS leaders will create a participatory structure that supports collaborative input from faculty, parents, students, and community regarding operations, academic offerings and professional development.

Goal #4 – Leadership accountability and responsibility
LPS leaders will exercise vision, courage, and tenacity in promoting core values in a culture of mutual trust, accountability, and responsibility.

Strategies
- Make data accessible and transparent
- Hold community forums
- Use a variety of media
- Demonstrate values
- Develop future leaders
- Plan proactively for staff leadership
- Engage faculty in PD planning
- Engage stakeholders in design of academic program
- Stick to the Strategic Plan
- Seek and adapt to new data

Selected key metrics
- 85% overall stakeholder satisfaction (90% in selected areas)
- 20% increase in teacher survey participation
- Timely data communication
- 2-5 more minority teachers hired by 2020
Professionalism Overview [pp. 14-17]
Empower staff through professional growth opportunities.

Goal #1 – Create and maintain a positive professional learning environment
LPS will take decisive steps to be a workplace that values and recognizes its staff while enabling a culture of professional growth through collegial collaboration.

Goal #2 – Engender shared leadership and collective responsibility
LPS will enhance its professional culture by universally adopting and committing itself fully to the district’s mission and vision.

Goal #3 – Consistently plan Professional Development aligned with school and staff needs
LPS will plan and implement professional learning through analysis of learning data and with input from faculty and staff.

Goal #4 – Be an employer of choice
LPS will enable continual district improvement by attracting and retaining high-quality employees.

Strategies
- Explicitly acknowledge accomplishments
- Create structure for collegial learning
- Engender shared leadership and collective responsibility
- Align PD with school and staff needs
- Be an employer of choice

Selected key metrics
- Stakeholder satisfaction rates for teachers and staff (climate survey)
- Increase in administrative acknowledgement of staff accomplishments
- Low teacher turnover
- New job openings receive multiple applications
**Goal #1 – Maintain and improve academic performance**

LPS will maintain and make gains in its role as a one of the top school districts in Massachusetts consistently delivering key academic outcomes.

**Goal #2 – Develop students’ individual talents, interests, and goals**

LPS will support the academic development and nurture the social and emotional growth of each child in a respectful environment that encourages lifelong learning and responsible citizenship.

**Goal #3 – Increase LPS enrollment**

LPS will understand the role that its academic programs play in retaining Lenox resident students and will employ exit interviews and student satisfaction survey research to recommend actions to help in student retention.

**Strategies**

- Differentiate instruction
- Align curriculum
- Implement student portfolio project
- Employ constructivist teaching model
- Conduct out-of-district resident student exit interviews and in-district student satisfaction surveys

**Selected key metrics**

- Level 1 state accountability
- SGP goal
- MCAS LMMHS goal
- MCAS Morris goal
- AP exam goal
- SAT exam goal
- PARCC ELA & Math scores and other such data analyses
- Student and faculty satisfaction with program, schedule, and educational experience
- SIMS data tracking plans goal
- Accuplacer goal
- Increased student retention rate
- Optimal class cohort sizes
School Culture Overview [pp. 21-23]
Cultivate an environment in which students have a sense of belonging and responsibility.

Goal #1 – Build a positive learning environment

LPS will create and maintain a positive learning environment, instill belonging and build trust, and promote effective communication.

Goal #2 – Promote community and school service

LPS will increase student participation in community and school service.

Goal #3 – Convey pride

LPS will build and convey pride in its schools.

Strategies

• Increase communication
• Target activities
• Create new service opportunities
• Enhance service credits
• Consider service requirement
• Create opportunities for shared success

Selected key metrics

• Student attendance rate
• Increased student retention K-12.
• Decline in discipline referrals and suspension days
• Increased student recognition
• Number of volunteer opportunities
• Number of service hours
• Stakeholder satisfaction rates (climate survey)
• Increased spirit and school community building activities
• Increased student participation in extra-curricular activities
Finance Overview [pp. 24-26]

Produce consistent evidence of financial stewardship.

Goal #1 – Deliver budgets that demonstrate value

LPS will retain or improve a solid value equation of outcomes to costs annually through 2020.

Goal #2 – Increase enrollment

LPS will take decisive steps to strengthen enrollment to at least 735 students (90% of optimal K-12 capacity) by the start of the 2020-2021 year, and will thoroughly research alternative paths by the 2020-2021 school year.

Goal #3 – Communicate finances

LPS will develop and launch a financial communications plan in 2015-2016 and within five years achieve 80% stakeholder satisfaction with its communications efforts.

Lenox Public Schools
Strategic Plan 2015 – 2020

Strategies

• Improve collaborative budget
• Research and develop alternative revenue streams
• Create Strategic Plan KPI dashboard
• Develop marketing plan
• Research and plan four alternative paths
• Clarify role of school choice
• Provide budget updates

Selected key metrics

• Level 1 state accountability
• SGPs, MCAS, PARCC, AP, SAT result
• Attendance and graduation rates
• Costs per student
• Budget increases in comparison with CPI
• School expenditures as a percentage of total town expenditures
• Status of research of four alternative models
• Enrollment (total, Lenox resident, and choice)
• Stakeholder satisfaction rates for parents, students, teachers and staff (climate survey)
Leaderhip

Lenox Public Schools • Strategic Plan • 2015 – 2020

Enact a respectful model of leadership that encourages broad participation of faculty, students, and community.

Goal #1 – Communication

LPS will support a culture of open communication and comprehensive access for all stakeholders which encourages transparency, collaboration, and shared responsibility for information, data, and processes.

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<td>• Transparent, accessible data: Leaders will employ systems of reporting LPS data that are easily accessible to all stakeholders.</td>
<td>• Establish an LPS community website with an easy access link to Massachusetts Department of Elementary and Secondary Education (DESE) and listing of available data on DESE for full transparency of school data/documents.</td>
<td>• LPS leaders will foster greater community awareness and knowledge of operations and activities.</td>
<td>• Posting of data and documents ASAP on community website.</td>
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<td>• Timely, consistent reporting: Leaders will relay announcements and disclosures in a timely and consistent manner.</td>
<td>• Send pertinent emails as needed to the appropriate stakeholders on significant issues.</td>
<td>• LPS will increase active participation by non-LPS staff and promote third-party partnering opportunities.</td>
<td>• Easy access link to DESE for transparency of school data.</td>
</tr>
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<td>• Community forums: Leaders will provide community forums for open public discussion of LPS matters.</td>
<td>• Conduct semi-annual public discussion, one with School Committee and one with LPS administration.</td>
<td>• LPS leaders will promote understanding of strategic issues by community leadership.</td>
<td>• Postings to include all reports LPS files with a public entity; student performance reports received from third parties; union, employment and similar agreements with staff and policies; and all School Committee and subcommittee meeting minutes and reports/data considered at those meetings.</td>
</tr>
<tr>
<td>• Variety of media: Leaders will utilize print media, social networking, etc. to disseminate information to the community about what is happening in the schools.</td>
<td>• Host periodic forums and informal discussions with staff, community and parents.</td>
<td>• LPS leaders will increase participation by staff in community dialogue.</td>
<td>• Tracking of “hits” on the LPS website.</td>
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<td>• Develop a clearing house to timely disseminate LPS achievements and events and to gather announcements.</td>
<td>• LPS administration will regularly attend PTO and School Councils to ascertain opinions and positions of constituents.</td>
<td>• 90% annual satisfaction rate of stakeholder groups on LPS surveys.</td>
</tr>
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Enact a respectful model of leadership that encourages broad participation of faculty, students, and community.

### Goal #2 – Leadership conduct and development

LPS leaders will lead by example and promote diversity and model behaviors they expect from others. LPS leaders will actively seek out, guide, and mentor potential future leaders.

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<td><strong>Demonstrate values:</strong> Leaders will share their values and principles with constituents.</td>
<td>• Increase diversity in hiring in a 5-year period.</td>
<td>• LPS will increase diversity in faculty and staff.</td>
<td>• Number of minority teachers hired (initial objective of 2-5 teachers by 2020).</td>
</tr>
<tr>
<td><strong>Develop future leaders:</strong> Leaders will provide and recommend Professional Development and educational opportunities that promote and develop future leaders in various capacities.</td>
<td>• Demonstrate active pursuit of minority staff annually.</td>
<td>• LPS leaders will convey consistent messages of respect and empathy, both in verbal and nonverbal communication.</td>
<td>• Timely outreach annually to potential minority candidates judged by the number of (a) minority candidates interviewed, (b) sources of minority teachers contacted by LPS, and (c) postings of LPS openings with minority organizations seeking applications.</td>
</tr>
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<td><strong>Plan proactively for staff leadership:</strong> Leaders will hold confidential conversations with staff to inquire or identify potential future leaders.</td>
<td>• Send emails with opportunities, schedule one on one discussions, use staff meetings to let people know about opportunities.</td>
<td>• LPS leaders will seek out and accept constructive analysis and criticism.</td>
<td>• 90% satisfaction by stakeholder groups as per LPS survey.</td>
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<td></td>
<td>• Post and interview for department heads yearly and expect to make changes in department leadership positions.</td>
<td>• LPS leaders will no show favoritism.</td>
<td>• Department heads meet at least annually with each teacher in their discipline PreK-12.</td>
</tr>
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Enact a respectful model of leadership that encourages broad participation of faculty, students, and community.

**Goal #3 – LPS Team-building**

LPS leaders will create a participatory structure that supports collaborative input from faculty, parents, students, and community regarding operations, academic offerings, and professional development.

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<td><strong>Engage faculty in PD planning:</strong> Faculty will contribute in planning of professional development and school operations.</td>
<td>Create faculty PD task force with annual rotating membership to develop pertinent topics that are important to staff.</td>
<td>LPS will increase participation by teachers within LPS and countywide to offer high-quality PD and related program opportunities.</td>
<td>20% increase in faculty participation per survey.</td>
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<tr>
<td><strong>Engage stakeholders in design of academic program:</strong> Leaders will create and utilize focus groups, advisory groups and task forces in evaluation and design of program and academic offerings.</td>
<td>Include student and parent input in task force and ongoing teams.</td>
<td>LPS will increase the sharing of programs and innovations from other school districts.</td>
<td>90% satisfaction of participants as per survey and post-meeting survey of participants.</td>
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<td>Implement a meeting norms protocol to facilitate the conduct of meetings and encourage open and active involvement by all participants.</td>
<td>LPS will increase participation and respectful discourse in meetings and collaborations.</td>
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Lenox Public Schools • Strategic Plan • 2015 – 2020

Leadership

[Lenox Public Schools logo]

12
Enact a respectful model of leadership that encourages broad participation of faculty, students, and community.

## Goal #4 – Leadership accountability and responsibility

LPS leaders will exercise vision, courage and tenacity in promoting core values in a culture of mutual trust, accountability, and responsibility.

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<td><strong>Stick to the Strategic Plan:</strong> Leaders will be mindful of the Strategic Plan to ensure that any proposals, measures, new ideas, and constructive innovations are consistent with the Plan’s vision.</td>
<td><strong>Establish a committee to develop appropriate stakeholder satisfaction surveys with objective criteria which will include an online survey to assess the School Committee and administration.</strong>&lt;br&gt;<strong>Provide feedback through meetings with stakeholder groups to report survey results.</strong></td>
<td><strong>LPS leaders will use the data collected in a formative evaluation in order to enhance their leadership capabilities.</strong>&lt;br&gt;<strong>LPS leaders will create, release, and analyze surveys in a timely manner.</strong>&lt;br&gt;<strong>LPS leaders will adjust meeting and communication norms based on survey feedback.</strong></td>
<td><strong>100% survey distributions to all stakeholders.</strong>&lt;br&gt;<strong>Prompt collection and evaluation of survey results with transparent results to all stakeholders.</strong>&lt;br&gt;<strong>Overall satisfaction rates of 85% or higher.</strong></td>
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**Seek and adapt to new data:** Leaders will actively seek out varying opinions regardless of origin, encourage and engender collegial discourse, and demonstrate willingness to reassess matters when new information arises, even in difficult circumstances.
**Goal #1 – Create and maintain a positive professional learning environment**

LPS will take decisive steps to make the Lenox Schools a workplace that values and recognizes its staff while enabling a culture of professional growth through collegial collaboration.

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<td><strong>Explicitly acknowledge accomplishments:</strong> The Lenox Public Schools will</td>
<td>• Administration publicly recognizes contributions of faculty and staff.</td>
<td>• LPS will consistently acknowledge teacher and staff accomplishments.</td>
<td>• Stakeholder satisfaction rates for teachers and staff (climate survey).</td>
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<td>be a district that explicitly acknowledges accomplishments, recognizes</td>
<td>• Administration clearly articulates the process for earning Professional</td>
<td>• LPS administration will process and award PDPs in a timely manner.</td>
<td>• Increased administrative acknowledgement of staff accomplishments.</td>
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<td>excellence, and affirms the positive contributions of all staff.</td>
<td>Development Points (PDPs).</td>
<td>• LPS will maintain structures for sharing, discussing, researching, etc.</td>
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<tr>
<td><strong>Create structure for collegial learning:</strong> The Lenox Public Schools</td>
<td>• Administration provides coverage needed for class visits, team projects,</td>
<td>• LPS will enable learning from each other through mentoring, team teaching,</td>
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<td>will provide a structure for sharing, researching, team teaching, peer</td>
<td>etc.</td>
<td>discussion groups, professional learning community, etc., and make it work for</td>
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<td>observation, and collegial learning.</td>
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<td>teachers’ portfolios.</td>
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<td>• LPS will be a professional environment where a cooperative spirit among</td>
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<td>faculty and staff is readily visible.</td>
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### Professionalism
Empower staff through professional growth opportunities

#### Goal #2 – Engender shared leadership and collective responsibility

The Lenox Public Schools will enhance its professional culture by universally adopting and rededicating itself to the district’s mission and vision.

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| **Professional Learning Community** -- The Lenox Public Schools will be a Professional Learning Community (PLC) where all staff share leadership and take collective responsibility and ownership of the district’s students and mission. | • Aim professional development at the specific initiatives consistent with the Strategic Plan.  
• Provide adequate time to achieve meaningful pursuit of initiatives.  
• Have opportunities to provide feedback on the success of various initiatives.  
• Clearly communicate mission and encourage all staff to own it.  
• Consistently emphasize shared ownership for student success.  
• Map curriculum and make readily available to all teachers and staff. | • LPS will be an organization of shared leadership, responsibility, and collaboration centered around the district’s mission.  
• LPS faculty and staff benefit from the expertise of a wide range of partners within the school community.  
• All LPS staff will be responsible for student success.  
• LPS staff will overcome challenges by effective work and partnership. | • Staff reports from annual climate survey.  
• Staff ability to identify and talk about mission and values with peers. |
### Goal #3 – Consistently plan professional development aligned with school and staff needs

LPS will plan and implement professional learning through analysis of data and with input from faculty and staff.

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| • Needs-based PD offerings  
LPS will offer and support professional development that grows organically from the needs of the school and faculty, is consistent with best practices, and provides a structure for reflection and application. | • Identify needs for the district as a whole.  
• Develop a faculty/staff committee to identify PD priorities and propose offerings.  
• Provide stipends/PDPs/recognitions in a timely fashion.  
• Continuously review best practices. | • LPS will provide regular professional development that comes organically from the needs of the faculty and staff.  
• LPS will offer choices in PD, providing varied opportunities for professional learning.  
• LPS will align professional development with district and school goals, as well as individual needs.  
• LPS will have a structure for sharing and discussing teaching practices within and between schools.  
• LPS faculty will collaborate to provide professional growth opportunities within and outside of the district. | • Staff report PD as stimulating, appropriate, relevant, and useful in post-session evaluations.  
• PDP-granting district activities double by 2016-2017.  
• District provides access to all state-required trainings for by 2016-2017. (e.g. SEI endorsement, SPED trainings). |
Goal #4 – Lenox Public Schools will be an “Employer of Choice.”

LPS will attract and retain high-quality employees, enabling continual district improvement.

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| Culture that attracts and retains the best: | • Ensure that the pay structure is competitive.  
• Broadcast successful LPS performance to attract high-quality employees.  
• Support professional growth through PD. | • LPS will be the employer of choice for K-12 educators in Berkshire County.  
• LPS staff will promote the district to strong job candidates.  
• LPS will publicly acknowledges teacher and staff accomplishments. | • Low teacher turnover.  
• New job openings receive multiple applications. |
**Academic Excellence**

Provide an outstanding academic program that delivers strong foundational knowledge and the necessary supports for each student to explore his/her individual interests and talents.

---

**Goal #1 – Maintain and improve academic performance**

LPS will maintain and make gains in its role as a one of the top school districts in Massachusetts consistently delivering key academic outcomes.

### Strategies

- **Differentiated instruction:**
  Target teaching to better student understanding of foundational skills.

- **Curriculum alignment:**
  Complete a comprehensive curriculum review that assesses, evaluates, and aligns the LPS curriculum to state frameworks.

- **Communicate instructional program:**
  Develop and publish a curriculum guide.

### Action Steps

Collaborate on benchmark goals for grade level student performance in order to inform instruction and identify and provide student-specific interventions.

Offer ongoing PD relative to differentiation of instruction and meaningful student engagement.

Develop a PreK-12 curriculum guide.

- Assess, evaluate and align the LPS curriculum to state frameworks for relevance, content, best practice, student learning and application.
- Provide professional development time for faculty to develop curriculum guide.
- Enable parents, school committee, and new faculty to learn how they can access and use program of instruction.
- Review curriculum offering yearly and make adjustments based on student needs.
- Continue to align curriculum vertically.

### Expected Results

- LPS will create and disseminate grade-level benchmarks complete with sample interventions.
- LPS teachers will have completed at least one PD study on differentiated instruction by 2017.
- LPS will have a program of instruction aligned to the state Curriculum Frameworks (PreK-12).
- LPS will document the district program to all stakeholders.
- LPS Curriculum Document will serve as a resource to faculty for vertical and horizontal alignment of instruction.
- LPS teachers will demonstrate the use of differentiated instruction in every class.

### Measures

- **Level 1 state accountability:**
  - Morris 2014 – 76th percentile vs 80% goal for now thru 2020
  - LMMHS – 87th percentile vs 85% goal now thru 2020

- **SGP 2020 goal:**
  - ELA +21.9%
  - Math +16.7%
  - SciTech +20.0%

- **MCAS Morris 2020 goal is +15% vs state.**
  - ELA +21.9%
  - Math +16.7%
  - SciTech +20.0%

- **MCAS LMMHS 2020 goal is +15% vs state.**
  - ELA +21.9%
  - Math +16.7%
  - SciTech +20.0%

- **AP Exam Scores 2020 goal: 75% 3-5.**
  - 2014: 65.9%
  - SATs 2020 goal +10% vs state
  - 2006-14 at +10.8% vs state
  - PARCC ELA and Math Scores and other such data analyses – goals TBD
  - Student, faculty satisfaction with program, schedule, educational experience
### Academic Excellence

Provide an outstanding academic program that delivers strong foundational knowledge and the necessary supports for each student to explore his/her individual interests and talents.

**Goal #2 – Develop students’ individual talents, interests and goals**

LPS will support the academic development and nurture the social and emotional growth of each child in a respectful environment that encourages lifelong learning and responsible citizenship.

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| Student portfolio project: Implement a student-centered growth plan tracking documentation process. | Develop a goal sheet to be given yearly to students and/or parents.  
  - Set identifiable goals for each student and know each student well enough to reach his/her goal.  
  - Provide students with opportunities throughout their school career to identify and develop their areas of strength and explore career options.  
    Devote more professional development release time so that faculty can assess the relevance and cohesiveness of the curriculum:  
      - Offer several cross-curricular classes that provide appropriate skills mastery while emphasizing the inter-relatedness of knowledge  
      - Optimize course and/or club offerings in the area of career readiness and consider collaboration with virtual and non-traditional educational service providers.  
      - Optimize opportunities for experiential learning (theater performances, museum visits, cultural venues, service learning trips, etc.)  
      - Optimize enrichment programs across all academic subject areas (visual and performance artists, writers, speakers, scientists, etc.) |  
  - LPS students will graduate with a portfolio demonstrating individualized learning.  
  - LPS students will utilize higher-order thinking skills, allowing them to apply knowledge and learning to real-world situations.  
  - LPS students will identify themselves as capable learners, ready to develop individual interests. |  
  - Student, parent and educator evaluations of efficacy of student-centered growth plan and portfolio process and results (annual survey).  
  - Student Information Management System (SIMS) data tracking plans of high school grads (identify current baseline and set 2020 goal).  
  - Accuplacer tracking of student performance relative to college readiness skills – (identify current baseline and set 2020 goal). |
**Academic Excellence**

Provide an outstanding academic program that delivers strong foundational knowledge and the necessary supports for each student to explore his/her individual interests and talents.

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**Goal #3 – Increase enrollment**

LPS will understand the role that our academic programs play in retaining Lenox resident students and, based on exit interviews and student satisfaction survey research, recommend actions to help in retention.

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<td>Conduct out-of-district resident student exit interviews and in-district student satisfaction surveys.</td>
<td>• Interview choice-out and out-of-district students (or their families) as soon as possible after their decisions to understand the factors that caused them to not choose Lenox. &lt;br&gt; • Conduct satisfaction surveys of current students, graduates, choice-in students, etc., to understand the factors that caused them to choose Lenox. &lt;br&gt; • Analyze the results of interviews and surveys to determine patterns in order to fully understand what issues affect student satisfaction.</td>
<td>• LPS leadership will have a richer understanding of why Lenox residents choose schools outside our district, and can take actions to retain them, as appropriate. &lt;br&gt; • LPS leadership will have a richer understanding of why Lenox residents choose our schools so that we can build on those strengths in order to attract more families to our town.</td>
<td>• Increased student retention rate. In 2013-14: &lt;br&gt; • 500 of 606 (82.5%) Lenox school-age residents were attending LPS. By 2020 reduce by 10% the number (106, or 17.5%) that were out of district: &lt;br&gt; • In public schools: 55 &lt;br&gt; • In private school: 51 &lt;br&gt; • Optimize K-12 class cohort sizes. In 2014-15, LPS is at: &lt;br&gt; • 86.5% (707 of 817) optimal K-12 capacity. 2020 target is 90% (735). Optimal capacity is: &lt;br&gt; • K-2: 54/class, 162 total &lt;br&gt; • 3-5: 60/class, 180 total &lt;br&gt; • 6-8: 65/class, 195 total &lt;br&gt; • 9-12: 70/class, 280 total</td>
</tr>
</tbody>
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See parallel Finance Goal - p. 25
School Culture
Cultivate an environment in which students have a sense of belonging and responsibility

Goal #1 – Build a positive learning environment

LPS will create and maintain a positive learning environment, instill belonging and build trust, and promote effective communication.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Action Steps</th>
<th>Expected Results</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase communication: Increase the avenues for communication.</td>
<td>• Continue expansion of all-school and class meetings at Morris.</td>
<td>• LPS students, staff, and families will communicate effectively and respectfully.</td>
<td>• Improved student attendance rate.</td>
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<tr>
<td>• Target activities: Support activities that build respect, empathy, appreciation, and self-awareness.</td>
<td>• Train staff in language and consistent messages: “The Power of Our Words.”</td>
<td>• LPS staff and students will hold each other accountable for maintaining a positive learning environment.</td>
<td>• Increased student retention K-12.</td>
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<td></td>
<td>• Create and maintain explicit instruction for students around positive language.</td>
<td>• LPS students, staff and families will have a sense of belonging and trust in each other.</td>
<td>• Decline in discipline referrals and suspension days.</td>
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<td></td>
<td>• Use newsletter and parent portal to promote and recognize students.</td>
<td>• LPS students, staff and families will demonstrate pride within their school and community.</td>
<td>• Increase in student recognition.</td>
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<td>• Use Six Pillars, Character Counts, Second Step or other character education or social skills curriculum.</td>
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<td>• Organize staff workshops to develop cultural norms.</td>
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<td>• Invite guest speakers on the topics of diversity and inclusion. Organize Professional Development sessions.</td>
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<td>• Adults model positive and respectful communication in every interaction.</td>
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</table>
### Goal #2 – Promote community and school service

LPS will increase Lenox student participation in community and school service.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Create new service opportunities: Create and promote service to school and community.</td>
<td>• Create community service opportunities listing readily accessible to the students.</td>
<td>• LPS students will participate in multiple service activities throughout their school careers.</td>
<td>• Number of volunteer opportunities created by staff, by students.</td>
</tr>
<tr>
<td>• Enhance service credits: Expand credit system for service-based learning.</td>
<td>• Create and support interschool internship and service opportunities (e.g. classroom assistants).</td>
<td>• LPS students will take a leadership role in identifying areas for service and creating service activities.</td>
<td>• Number of service hours logged.</td>
</tr>
<tr>
<td>• Consider service requirement: Service hour requirement for graduation.</td>
<td>• Support the Morris Service Club.</td>
<td>• LPS students will be recognized and well regarded for their service to community.</td>
<td>• Survey results participation related to value of service experience.</td>
</tr>
</tbody>
</table>

**School Culture**

Cultivate an environment in which students have a sense of belonging and responsibility

**Lenox Public Schools**

Strategic Plan 2015 – 2020
### Goal #3 – Convey pride

LPS will build and convey pride in its schools.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Action Steps</th>
<th>Expected Results</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create opportunities for shared success:</td>
<td>• Provide annual all-school target for reading achievement in Morris Elementary School.</td>
<td>• LPS students will display increased academic and community engagement and greater confidence, within and beyond the school community.</td>
<td>• Increased student retention grades K-12.</td>
</tr>
<tr>
<td>• Create activities and opportunities for students to celebrate their membership in the school community.</td>
<td>• Celebrate school spirit events and school successes (academic honor roll, sportsmanship honor rolls, etc.).</td>
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<td>• Increased participation spirit and school community building activities.</td>
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<td></td>
<td>• Fund awards and scholarships; recognize and appreciate students’ achievements.</td>
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<td>• Increased percentage of students engaged in sports and clubs.</td>
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<td></td>
<td>• Enhance, expand, and diversify clubs, sports, theater, spirit week, and afterschool programs.</td>
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<td>• Positive survey results related to school pride.</td>
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<td>• Expand readership of student publications (newspaper, literary magazines, arts showcase, etc.).</td>
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<td>• Use parent groups (e.g. PTO, PACT, Boosters) to help build pride in our schools.</td>
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</table>
# Goal #1 – Deliver budgets that demonstrate value

LPS will annually retain or improve a solid value equation of outcomes to costs.

## Strategies

- **Collaborative budget:** Build a purpose-driven, five-year budget plan that prioritizes the expenditures (existing and new) with the greatest potential to deliver value to our students at responsible costs consistent with enrollment levels and the collective desire of the community.

- **Alternative revenue streams:** Research and pursue new funding sources such as philanthropy, grants, etc.

- **Strategic Plan KPI dashboard:** Compile an easy-to-read dashboard that spotlights key performance indicators (KPIs) across all parts of the Strategic Plan; monitor annually to keep a sharp focus on the value delivered for the money.

## Action Steps

- Establish a budget subcommittee.
- Align and synchronize annual staff goal setting with the budgeting process/calendar.
- Map strategic priorities into budgets for the five-year period 2016/17 through 2021/22.
- Establish a subcommittee to research and launch appropriate and coordinated efforts to increase philanthropic contributions, e.g. LEEF, Morris PTO, Scholarship Fund, Walker Fund, etc.
- Agree on the Strategic Plan KPIs to be included on dashboard and establish reporting calendar.
- Centralize the Capacity Assessment data within the superintendent’s office and begin updating selected data per timetable.

## Expected Results

- LPS will create and maintain an easy-to-read dashboard that spotlights key performance and financial indicators and keeps a sharp focus on the value delivered for the money.
- LPS budget will align to educational goals, performance targets, and the size of the student population.
- LPS will set school funding levels within the overall Town Budget transparently, according to the collective desire of the community about how town revenues should be allocated.
- LPS budget will pass every year at Town Meeting with broad-based support.
- LPS will develop and sustain active fundraising programs and seek out other sources of revenue.

## Measures

Key value measures for Finance (as part of larger Strategic Plan KPI dashboard):

- Level 1 state accountability (2014 LPS only Level 1, K-12 district in Berkshires)
- SGPs, MCAS, PARCC results
- AP exam performance
- SATs
- Graduation rates
- Attendance rates
- Costs per student (2013 LPS 3rd of 8 K-12 Berkshire districts)
- Budget increases vs. CPI
- School expenditures as a percentage of total town expenditures
- “Strategic Use of Resources and Adequate Budget Authority” stakeholder survey results.
LPS will take decisive steps to strengthen enrollment to at least 735 students -- 90% of optimal K-12 capacity -- by the start of the 2020-2021 year, and will thoroughly research alternative paths forward by the 2020-2021 school year.

### Strategies

- **Marketing plan:** Implement proactive marketing efforts to increase resident enrollment.
- **Scenario planning:** Research scenarios of alternative paths forward.
- **Choice clarity:** Update our choice policy and communicate the rationale for it.

### Action Steps

- Research, recommend, and launch marketing options to increase resident enrollment.
- Conduct exit interviews with choice-out Lenox resident students to inform ongoing improvements.
- Explore operational models including but not limited to:
  - Regionalization.*
  - Collaborative shared services.*
  - School choice.*
  - Unionization.*
- *All research to include:
  - Data that explains costs for various alternate scenarios.
  - Benchmarks of at least three other districts that have undertaken.

### Expected Results

- LPS will, through 2020, continue to maintain and operate as an independent municipal K-12 school district, unless other opportunities emerge.
- If enrollments continue to decline, LPS will be prepared to act in the interests of our students with well-researched scenarios of alternative paths forward.
- LPS will have a well-communicated, updated policy on School Choice.

### Measures

- In 2014-15, we LPS is at 86.5% (707 of 817) optimal K-12 capacity. 2020 target is 90% (735). Optimal capacity is:
  - K-2: 54/class, 162 total
  - 3-5: 60/class, 180 total
  - 6-8: 65/class, 195 total
  - 9-12: 70/class, 280 total
- In 2014/15, we are at 35.0% K-12 choice. 2020 target: not to exceed 50%.
- In 2013-14, 500 of 606 (82.5%) Lenox school-age residents were attending LPS. By 2020 reduce by 10% the number (106, or 17.5%) that were out of district:
  - In public schools: 55
  - In private school: 51
- Status of research on four operational models.
### Finance

**Produce consistent evidence of financial stewardship**

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#### Goal #3 – Communicate our finances

LPS will develop and launch a financial communications plan in 2015-2016 and within five years achieve 80% stakeholder satisfaction with our communications efforts.

<table>
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<td><strong>Budget updates:</strong></td>
<td>• Map current financial communications activities on which to build.</td>
<td>• Town taxpayers will easily access detailed, understandable information about the school budget so that they can assess the quality and efficiency of the work that is being done for the resources they are providing.</td>
<td>• Stakeholder surveys report increased knowledge and support for funding priorities and rationale.</td>
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<td>• Identify stakeholders and information they need, e.g. taxpayers, teachers, staff, parents, students, Select Board.</td>
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<td>• Number of stakeholders reached regularly and the variety of communications methods used.</td>
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<td>• Agree on content to be shared on a regular basis.</td>
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<td>• Decide what media channels to use, e.g. meetings, websites, videos, newsletters, Facebook, etc.</td>
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<td>• Build a calendar to schedule regular updates and launch.</td>
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<td>• Conduct stakeholder satisfaction survey.</td>
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