



# Lee County Public Schools Comprehensive Plan 2010-2016

LCPS Comprehensive Six Year Plan for School Improvement

Adopted by LCPS:  
12/13/2011

**Members of the Lee County Board of Education  
as of December 15, 2014**

**Ty Harber, Chair**

**Kyle Chadwell, Vice Chairman**

**Debbie Jessee**

**Mike Twigg**

**Don Williams**

## ***Nondiscrimination Policy***

The Lee County School Board is committed to a policy of nondiscrimination with regard to race, color, sex, age, religion, disability, national origin, or status as a parent. This attitude will prevail in all of its policies concerning staff, students, educational programs and services, and individuals and entities with which the Board does business.

The following positions have been designated to handle inquiries regarding the Lee County School Division's non-discrimination policies:

The Director of Secondary and Middle Schools, Lee County Public Schools, 153 School Board Place, Jonesville, VA 24263, phone: 276-346-2107 as the Compliance Officer responsible for identifying, investigating, preventing and remedying prohibited discrimination. Complaints of discrimination may also be made to the Alternate Compliance Officer, the Director of Federal Programs, Lee County Public Schools, 153 School Board Place, Jonesville, VA 24263, phone: 276-346-2107.

Complaints of discrimination regarding disability may be made to the 504 Coordinator, Lee County Public Schools, 153 School Board Place, Jonesville, VA 24263, phone: 276-346-2107.

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## **Statutory Requirement for Updating the Comprehensive Plan**

### **§ 22.1-253.13:6. Standard 6. Planning and public involvement.**

A. The Board of Education shall adopt a statewide comprehensive, unified, long-range plan based on data collection, analysis, and evaluation. Such plan shall be developed with statewide participation. The Board shall review the plan biennially and adopt any necessary revisions. The Board shall post the plan on the Department of Education's website if practicable, and, in any case, shall make a hard copy of such plan available for public inspection and copying.

This plan shall include the objectives of public education in Virginia, including strategies for improving student achievement then maintaining high levels of student achievement; an assessment of the extent to which these objectives are being achieved; a forecast of enrollment changes; and an assessment of the needs of public education in the Commonwealth. In the annual report required by § 22.1-18, the Board shall include an analysis of the extent to which these Standards of Quality have been achieved and the objectives of the statewide comprehensive plan have been met. The Board shall also develop, consistent with, or as a part of, its comprehensive plan, a detailed comprehensive, long-range plan to integrate educational technology into the Standards of Learning and the curricula of the public schools in Virginia, including career and technical education programs. The Board shall review and approve the comprehensive plan for educational technology and may require the revision of such plan as it deems necessary.

# **EXECUTIVE SUMMARY OF SCHOOL SYSTEM PROFILE**

## **LEE COUNTY PUBLIC SCHOOLS VISION AND GOALS**

### **VISION**

The Lee County School Board realizes the ever increasing challenge students face in today's world. Our public school system is committed to seek and develop collaborative learning opportunities between educators and the community to secure for every child the fullest development in academic, career and technical, physical, and social education. We strive to create a school culture and environment that creates enthusiasm for learning where all students embrace the value of learning as the key to future success.

### **OUR MISSION**

It is the mission of the Lee County Public School System to maximize classroom instructional time for all children so they will be prepared for a life of continuous learning and successful careers that will provide for the basic necessities of life for themselves and their future families.

This mission will be accomplished by maximizing the educational opportunities for students in a safe environment that is comfortable and conducive to teaching and learning.

### **OUR VALUES AND BELIEFS**

We believe excellence must be exhibited in all we do and must be taught to our children by encouraging and modeling...

Respect for others

Honesty and integrity

Self-esteem

Individual development and satisfaction

Participation, cooperation, and teamwork  
Creativity, innovation, and initiative  
Honest, open communication  
Responsibility, dedication, and commitment  
Educational opportunities that are challenging to the highest degree for every child, race, and socio-economic level  
Effective and efficient classroom instruction  
Physical exercise and wellness  
Use of scientifically-based research methods and strategies to improve instruction  
Efficient use of the resources available to improve and enhance instruction  
Continuous professional development for our faculty and staff  
Parent involvement in our educational and school programs  
Safe and non-violent schools to ensure safety and the well being of every student  
Learning systems that integrate technology to achieve better instruction.

## **GOALS**

Given our vision, mission, values and beliefs, the following goals were adopted based on needs determined by the community, the superintendent, administrative staff, teachers, students, and from the annual school improvement plans of each school in the Lee County School Division.

### **Goal I**

Continuous Improvement for Student Achievement



**Goal II**

Teaching rigorous Literacy and Mathematic Skills for PreK-12 (adopted new math textbooks), 2012

**Goal III**

Provide Opportunities for Activities that Enhance the Development of the Whole Child

**Goal IV**

Enhance Collaboration and Communication between Schools, Communities, and Parents

**Goal V**

Enhance Faculty and Staff Effectiveness through Professional Development

**Goal VI**

Promote Safe and Nurturing Schools

**Goal VII**

Ensure the Safety of Each Child While in the Care of the School

**Goal VIII**

Ensure all Teachers and Staff meets the Uniform Performance Standards and Evaluation Criteria

## **PROGRAMS AND SERVICES**

### **SCHOOLS**

The Lee County Public School Division is comprised of five elementary schools, three middle schools, two high schools, one Lee County Career and Technical Center, and one Lee County Alternative Education Center.

## **INSTRUCTIONAL SERVICE**

The Lee County Public School Division offers special education and related services, Title programs, distance learning, gifted education, virtual classroom resources, and Head Start program.

## **SUPPORT SERVICES**

The Lee County Public School Division offers support for finance, transportation, maintenance, information management systems, food services and assistance for maintaining highly-qualified status.

## **DEMOGRAPHICS**

Lee County, Virginia is the Westernmost county in the Commonwealth of Virginia with very diverse mountainous terrain.

Lee County is one of the poorest counties in Virginia with an economy dependent largely on cattle farming and mining coal.

Using the slogan “Where Virginia Begins” we capitalize on tourism by emphasizing the role Lee County played as an early route used by settlers going west through the Cumberland Gap.

According to the United States Census Bureau the Lee County estimated population for 2013 is 25,185 with 94.5% of the ethnic population is White while Black or African American representing the second largest ethnic group (4%). Asians, Hispanics, and others represent the remaining 1.5% of the population.

The median income for a household in Lee County is \$31,729 with 24.1% of the population below the poverty line as compared to 11.1% across the Commonwealth of Virginia.

The 2014 Lee County composite index for public education is .1886 which is next to the lowest in the Commonwealth of Virginia that ranges from .1756 to .8000.

## **STRENGTHS OF THE SCHOOL SYSTEM'S ADAPTABILITY TO MEET STUDENT NEEDS**

- 7 schools are fully accredited by the Virginia Department of Education (2014 – 3 are Accredited with Warning)

- Percentage of Highly Qualified Teachers –98.01%
- Number of Higher Education Teachers and Staff with degrees above Bachelors of Science—171
- Title I Distinguished Schools for 2011-2012 –St. Charles Elementary Schools
- 2007 Blue Ribbon Schools - Elk Knob Elementary School
- Continuing education of administration and teachers
- Student data driven decision making
- New Teacher Mentorship Induction Program
- Head Start Programs for Children
- Virtual Virginia and online classes
- OdysseyWare Credit Recovery Program

## **NEEDS OF THE SCHOOL SYSTEM**

- Building Updates
- Transportation – New Buses
- Teachers for Critical Shortage Areas (Math, Science, Spanish)
- RTI Programs
- Financial Resources
- Remediation Resources
- Career and Technical School Programs
- Drop-out Prevention Program
- E-Readers

# STUDENTS PERFORMANCE

## (SOL TEST DATA RESULTS)

### Accreditation Benchmarks

Pass Rate for the Spring 2014 SOL Assessments

Content Benchmarks	English	Math	History	Science	Met Benchmarks?	School Improvement
	75%	70%	70%	70%		
Dryden	67%	65%	73%	64%	No	School Improvement: Math, English
Elk Knob	76%	73%	82%	77%	Yes	
Flatwoods	72%	68%	72%	79%	No	School Improvement: Math
Rose Hill	75%	85%	87%	79%	Yes	
St. Charles	89%	79%	100%	97%	Yes	
Elydale	77%	76%	87%	81%	Yes	
Jonesville	75%	80%	90%	70%	Yes	
Pennington	74%	82%	84%	79%	Yes	
Lee High	78%	44%	80%	80%	No	School Improvement: Math
Thomas Walker	77%	77%	87%	82%	Yes	
Graduation Completer Index Benchmark.....	85%					
Lee High.....	87%					
Thomas Walker.....	96%					

## School Division AMO Report for English Performance 2013-2014

Subgroup	All Students	Gap Group 1	Gap Group 2	Gap Group 3	Asian	Economically Disadvantaged	Student w/Disabilities	White	AMO Met?
<b>AMO Benchmarks</b>	69%	59%	57%	60%	80%	59%	42%	75%	
Lee County	75%	70%	77%	75%	75% TS	70%	53%	75%	YES
Dryden	67%	62%	100%	50% TS	NA	62%	57%	68% R10	Yes
St. Charles	86%	84%	NA	NA	NA	83%	42%	86%	Yes
Elk Knob	75%	73%	83%	100%	NA	74%	65%	75%	Yes

Flatwoods		72%	67%	NA	100%	NA	70%	48%	72% R10	Yes
Rose Hill		80%	75%	NA	NA	NA	65%	55%	80%	Yes
Elydale		74%	72%	NA	100%	100%	73%	42%	73%	Yes
Pennington		73%	65%	0% TS	0% TS	50% TS	66%	35%	74%	Yes
Jonesville		79%	76%	NA	NA	NA	67%	54%	79%	Yes
Lee High		84%	76%	NA	100%	NA	77%	53%	84%	Yes
Thomas Walker		80%	73%	100%	100%	NA	66%	43%	80%	Yes

Gap Group 1 is composed of students with disabilities, economically disadvantaged and English language learners.

Gap Group 2 is composed of black students.

Gap Group 3 is composed of Hispanic students.

TS = Too small to be evaluated.

R10 = Met the AMO by reducing the failure rate by 10 percent.

NA = Not Applicable.

## School Division AMO Report for Math Performance 2013-2014

Subgroup	All Students	Gap Group 1	Gap Group 2	Gap Group 3	Asian	Economically Disadvantaged	Student w/Disabilities	White	AMO Met?
<b>AMO Benchmarks</b>	66%	57%	56%	60%	82%	57%	49%	70%	
Lee County	67%	63%	70%	53% TS	100%	63%	49%	67% R10	No
Dryden	62% R10	56% R10	100%	50% TS	NA	56% R10	60%	62% R10	Yes
St. Charles	78%	75%	NA	NA	NA	74%	68%	78%	Yes
Elk Knob	69%	63%	66%	100%	100%	66%	35% TS	69%	Yes
Flatwoods	68%	60%	NA	100%	NA	61%	39% TS	68% R10	Yes

Rose Hill		86%	82%	NA	100%	NA	83%	75%	86%	Yes
Elydale		71%	69%	NA	50% TS	100%	69%	65%	72%	Yes
Pennington		78%	76%	100%	0% TS	100%	76%	58%	78%	Yes
Jonesville		77%	75%	NA	50% TS	100%	74%	55%	77%	Yes
Lee High		44%	34%	0% TS	25% TS	100%	33%	31% R10	44%	No
Thomas Walker		77%	72%	NA	NA	NA	67%	39% TS	78%	YES

Gap Group 1 is composed of students with disabilities, economically disadvantaged and English language learners.

Gap Group 2 is composed of black students.

Gap Group 3 is composed of Hispanic students.

TS = Too small to be evaluated.

R10 = Met the AMO by reducing the failure rate by 10 percent.

NA = Not Applicable.



## **Lee County Public Schools Comprehensive Plan: 2012-2018**

### **Purpose**

The purpose of the Lee County Comprehensive Plan 2012-2018 set forth by the Lee County School Board serves to update the previous plan which covered the years 2006-2011. Building upon the previous plan, the update reflected in this policy provides the framework for resources and policy development to continue Lee County Public Schools goals for continued student achievement and success. The Lee County School Board's goals set education policies that support the life-long academic career achievement of all students by establishing high standards and expectations for learning, utilizing evidence and research, measuring and analyzing performance measures within this document to describe how the Lee County School Board intends to accomplish its mission.



<b>Strategies</b>	<b>Timelines</b>	<b>Intended Results</b>	<b>Indicators</b>	<b>Persons Responsible</b>
(1) Develop and implement intervention plans for students who demonstrate a need for Response to Intervention (RTI) (2) Incorporate remediation for struggling students to master the Standards of Learning assessments	Annually	(1) Tier I, II, and III Interventions (2) Establish school tutoring programs (3) Meet individual needs of each student (IEP)	School Remediation Plans Benchmark Assessments Progress Reports IEPs	Superintendent Principals Central Office Directors Guidance Counselors Teachers Specialists
Implement rigorous student learning and academic expectations for all students	Annually	Align pacing guides with Virginia State Standards of Learning	SOL and End of Year tests, Student Progress Results, formative and summative tests, others	Superintendent Principal Central Office Directors Teachers

**GOAL 1: Continuous Improvement for Student Achievement**

**OBJECTIVE (b):** Offer Fine Arts and Physical Education programs that provide opportunities for students to develop well-rounded and healthy lifestyles

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Maintain a health instructional program that will develop and maintain students' health and physical well being	Annually	Raise student awareness of the benefits of healthy lifestyle  Decrease obesity and other health problems of students	Physical fitness tests Health Advisory Committee Recommendations Lifeskills Safe and Drug Free School Activities (Red Ribbon Week) Lesson Plans 5210 Fresh Fruits and Vegetables	Central Office Director Principal PE Teachers Classroom Teachers

**GOAL 1: Continuous Improvement for Student Achievement**

**OBJECTIVE (c):** Provide a differentiated instructional program that meets the needs of all students

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Continue to identify all students needing remediation within the first 45 days of the school year using multiple measures, documenting the use of differentiated instruction	Annually	(1) Identify students for Response to Intervention (RTI) (2) Improve student achievement	Progress Reports Benchmark testing Previous SOL tests Student grades PALS testing/Quick Checks Lesson Plans/Differentiated Instruction AYP Subgroup Data	Directors Principal Specialized Staff Reading/Math Specialists Teachers
Provide inclusion in the regular classroom based on student needs as appropriate.	Ongoing	(1) Access to the general curriculum (2) Students pass SOL tests (3) Meet State Standards for subgroups (4) Prepare students for post-secondary opportunities	SOL/Benchmark Scores Lesson plans Observations Conferences Parent-Teacher Conference IEP Eligibility Conference AYP Subgroup Data	Central Office Directors Special Education Coordinator Principals Classroom Teachers

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Continue to provide opportunities to provide higher level or accelerated course offerings.	On-going	Expand accelerated offerings, including online class offerings, advanced placement classes, dual enrollment classes, blended courses	Number of course offerings available to meet individual student needs Online Classes Virtual Virginia Dual Credit Courses AIMS Scholars Scholarships Governor's School IT Academy	Central Office Directors Principals Gifted Coordinator Guidance Counselors Classroom Teachers
Prepare students for College and Career Readiness.	On-going	Prepare students for post-secondary opportunities for higher education or technical/certified for the work world	Increase the rigor of assessment tests The Virginia Standards of Learning Bench mark tests and end of course SOL test data College Readiness Tests Lesson Plans Student Academic Progress Teacher Appraisal and Professional Growth Evaluation	Superintendent Central Office Directors Principal Guidance Counselors Teachers

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
To improve students' preparation to enter the "World of Work"	On-going	<p>To enhance awareness of the current job market and general expectations of employees</p> <p>To develop leadership and technical skills</p>	<p>To continue Career Days</p> <p>To provide job seeking workshops for each high school senior prior to his/her graduation.</p> <p>Job Fairs</p> <p>Competitions</p> <p>Lesson Plans and Competency Checklist</p> <p>Industry Credentialing and Testing</p> <p>Reality Store</p> <p>Job Shadowing</p>	<p>Superintendent</p> <p>Central Office Directors</p> <p>Principal</p> <p>Teachers</p> <p>Career Coach</p>
To provide teachers and students access to technology tools and digital media that will provide a high quality technology curriculum for teacher instruction to improve student achievement and access to technology tools	On-going	<p>(1) Increase usage of digital media by teachers and students</p> <p>(2) Increase SOL Achievement Scores</p> <p>(3) Use all resources to enhance learning and achievement</p>	<p>Use of digital tools</p> <p>Moodle Usage</p> <p>PD 360</p> <p>Student Blogs</p> <p>Student Podcasts</p> <p>Student Power Point Presentations</p> <p>SOL Test Scores</p> <p>Observations</p> <p>IT Academy</p> <p>eReaders</p>	<p>Superintendent</p> <p>Central Office Directors</p> <p>Principal</p> <p>Teachers</p> <p>Resource Specialists</p>

**GOAL 2: Strong Literacy and Mathematic Skills for Pre-K-12.**

**OBJECTIVE:** Provide an instructional program that leads to competencies in English, math, science, CTE, and social studies as defined by state and national standards to meet Performance Standards of Accreditation.

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
<p>Provide all high school students who are continuously enrolled within an academic curriculum with the opportunity to receive a recognized Virginia Department of Education diploma or GED Certificate</p>	<p>Annually</p>	<p>Students graduate with verified credits for a diploma</p>	<p>Percent of students receiving diplomas                      Graduation rate                      State Report Card                      Schools fully accredited every year</p>	<p>Superintendent                      Central Office Directors                      Guidance Counselors                      Principals</p>



Strategies	Timelines	Intended Results	Indicators	Persons Responsible
<p>Teach essential competencies in all career and technical courses and maintain a Student Competency Record for each student.</p>	<p>On-going</p>	<p>(1) Career and Technical Programs will prepare students to learn in a work or educational setting by integrating academics in career/technical areas.  (2) Students enrolled in career and technical programs will achieve competencies and/or complete the certification successfully.</p>	<p>CTE Competency Checklist  Principal/Teacher Observation  Classroom Observations  Lesson Plans</p>	<p>Superintendent  Central Office Directors  Principal  Teachers</p>
<p>Incorporate financial literacy activities into the instructional practices of the classroom.</p> <p>Economic and Personal Finance taught at the ninth grade level.</p>	<p>Annually</p>	<p>Career and technical students achieve at least 80% of the Workplace Readiness Skills and Competencies</p> <p>All students must complete the course.</p>	<p>Classroom Observations  Lesson Plans  Master Schedule  Projects –Reality Store</p>	<p>Superintendent  Central Office Directors  Principal  Teachers</p>

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Increase the number of students who enroll in career and technical education courses	Annually	(1) Increase student knowledge of financial literacy (2) Continue additional Career and Technical Programs that will provide students with additional career choices.	State Approval School Board Approval Advisory Board Minutes	Superintendent Central Office Directors Principal Guidance Counselors Teachers
Teachers will use writing strategies in each core curriculum subject as prescribed by the Virginia Department of Education to include the use of technology.	On-going	(1) Analysis of writing samples (2) Increase percentage of students passing the Virginia State Writing in grades 5, 8, and 11. (3) Blogs, Podcasts, Social Media	(1) Documentation of writing instruction in the lesson plans (2) Alignment of pacing guides for information technology and language arts, (3) Classroom observations (4) Use of Curriculum Framework and Blue Prints	Superintendent Director Principal Guidance Counselors Teachers Resource and Media Specialists
Incorporate higher-level thinking skills in all content areas Pre-K – 12.	On-going	(1) Teachers will integrate key content elements and facilitate students' use of higher level thinking skills in instruction. (2) Increase student test scores.	Teacher communicates clearly and checks for understanding by asking higher-level questions (2) Curriculum Framework and Blue Prints in classroom (3) Classroom Observations (4) Student Achievement/Progress (5) Recognition/Honor Rolls (6) SAT and ACT Scores (7) SOL Assessment Results	Superintendent Central Office Directors Principals Teachers

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
<p>To improve scores in all Standards of Learning Assessment Tests</p>	<p>Annually</p>	<p>(1) Resource and regular education teachers will work collaboratively to improve SOL test scores.  (2) Teachers will follow the instructional program as outlined by the Lee County Curriculum, Virginia Standards of Learning, and selected Basal texts.  (3) Teachers will provide appropriate programs for accelerated students and for those students who need extra help or remediation.</p>	<p>State Standards of Learning Report Cards  Student Progress Reports  Tutoring  Benchmark tests  RTI  Lesson plans  Use of computer labs  Integration of technology tools  Progress of Identified At Risk Students  Recognition Activities  Gifted and Talented Program</p>	<p>Superintendent  Central Office Directors  Principals  Guidance Counselors  Teachers  Parents</p>

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
<p>Monitor student academic progress toward graduation</p>	<p>Quarterly</p>	<p>Teachers will incorporate reading comprehension in their subject area, with a focus on understanding a variety of printed materials, resource materials and digital materials. Teachers will be endorsed in teaching area.</p>	<p>Established practical goals for professional growth and student progress.</p> <p>Progress Reports Report Cards PowerSchool Reports Attendance Reports SOL Reports Log Entries Highly-Qualified Teacher Report (IPAL)</p>	<p>Superintendent Director Principal Guidance Counselors Teachers Resource and Media Specialists</p>

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
To improve attendance for those students identified as missing 10 days or more	Daily and monthly	Maintain a minimum of 85% on-time graduation Increase daily attendance of students	Absentee Reports Truancy Records Alternative Education Program Utilization Workshops for teachers to enhance their expertise in dealing with remedial students.	Superintendent Director Principal Guidance Counselors Teachers Resource and Media Specialists
Decrease Drop-Out Rate	On-going	Student complete course of study in four years	Provide alternative education programs for those identified “at risk” Graduation Rate	Superintendent Central Office Directors Principal Guidance Counselors Mentors Career Coach Teachers Specialists

**GOAL 3:**  
**OBJECTIVE:**

**Provide Opportunities for Activities that Enhance the Development of the Whole Child**

Lee County Schools will work to meet the needs of all students by implementing and supporting relevant student activity programs. These activities will include both extra-curricular and co-curricular activities.

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Gauge student interest in extra-curricular and co-curricular activities and provide relevant programs at all schools	Annually	Opportunities available for student participation in extra-curricular and co-curricular activities Equitable opportunities to participate in enhanced arts, athletics, and co-curricular activities	Programs Offered Student Participation Documentation of Student input Lesson Plans Program of Activities Competitions Yearbook Web Site	Central Office Director Principal Health and PE Teachers Coaches
Incorporate Health Advisory Committee recommendations into PE curriculum	Annually	Annually increase the number of students who meet or exceed state Physical Fitness requirement. Increase awareness of good nutrition and exercise	Percentage of elementary and middle school students meeting the 70% benchmark in the Wellness Zone of the Virginia Wellness Fitness test. Schools meeting benchmark will maintain or show continuous improvement Decrease in Obesity Rate	Director Principal Health and Physical Education Teachers

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Provide multi-cultural activities to enhance the instruction that emphasizes tolerance and acceptance of cultures and differences in people	Annually	Students become aware of cultural diversity and tolerance for acceptance in a global society	Lesson Plans Classroom Observations Field Trip Agendas School Programs such as History Day, Wax Museum, Jamestown Programs Surveys	Central Office Directors Principals Classroom Teachers

**GOAL 4: Enhance Collaboration and Communication between Schools, Communities, and Parents**

**OBJECTIVE:** The communication, interaction, and collaboration between schools and parents will be enhanced at all schools.

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
<p>Each school will establish opportunities for both formal and informal parent participation and communication through parent advisory groups, textbook adoption committees, career and technical advisory councils, Health Advisory Committee, Special Education Advisory Committee, Gifted Advisory Committee, parent and community groups, and PTA.</p>	<p>Annually</p>	<p>Parents and community will stay informed and have opportunities for input for school improvement and student learning.</p> <p>Increase parent participation in the schools</p>	<p>Documentation of advisory meetings                      Documentation of parent meetings                      Parent Involvement Plans                      Documentation of press releases and newspaper articles                      Website, ALERT NOW, Open House                      Division Annual Report                      Honor Rolls                      Volunteers in the schools                      Foster Grandparent Program                      Reading Programs and Activities</p>	<p>Superintendent                      Central Office Directors                      Principals                      Teachers                      Advisory Presidents                      Sponsors</p>
<p>Continue to promote and involve community agencies and advisory councils in decisions related to education and school community issues</p>	<p>On-going</p>	<p>Establish partnerships with community groups</p>	<p>Collaboration efforts                      Meeting Agendas and Minutes                      Newspaper Releases                      Website up-to-date                      Correspondence                      E-mail                      School Newspapers</p>	<p>Superintendent                      Central Office Directors                      Principals                      Coordinators</p>



Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Continue to increase the number of businesses and organizations that want to partner with Lee County Public School System to help it achieve its goals and academic success of all students.	On-going	Groups, organizations, and individuals will view collaborations with Lee County Public School System positively.	Database of businesses, community, civic, and faith-based organizations profiles In-kind Services Mentorships Service Learning Opportunities Student Scholarships	Superintendent Central Office Directors Principal Guidance Counselors Teachers
Provide instruction that emphasizes tolerance and acceptance of cultures and differences in people	Annually	Students aware of cultural diversity	Lesson Plans Classroom Observations Field Trip Agendas School Programs such as History Day, Wax Museum, Jamestown Programs Surveys	Central Office Directors Principals Classroom Teachers

**GOAL 5: Enhance Faculty and Staff Effectiveness through Professional Development**

**OBJECTIVE:** Provide professional development based on student data, staff input, State Standards of Learning, and other assessments that impact student learning and success.

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
<p>Develop an annual professional development plan based on current trends and identified needs for best practices for increased student achievement</p>	<p>Annually</p>	<p>Increase opportunities for teachers and staff to continue personal and professional growth</p>	<p>Individual School Professional Development Plans            Standards of Learning Test Scores            Disaggregated Data            Survey of Staff Needs            Division-wide Professional Development Plans            Teacher Re-certification Forms            PowerSchool Compass            Teacher Evaluation</p>	<p>Superintendent            Central Office Directors            Principals            Teachers</p>
<p>Ensure ongoing professional development within each department to meet all federal and state requirements for training and to ensure that all teachers receive training in the specific content area of responsibility</p>	<p>On-going</p>	<p>Employees receive appropriate training in best practices for student achievement and teacher performance skills</p>	<p>Documentation of Training            Certificates of Completion            Agendas            Sign-in Sheets            Personnel File Checks            End of Year Certification</p>	<p>Superintendent            Central Office Directors            Principals            All Employees</p>

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Develop and certify school based teams and employ de-escalation techniques to enhance classroom safety and manage potentially disruptive students.	Annually	Teams from each school receive training on an annual basis in the MANDT system.	Documentation of Training Sign-in Sheets Agendas End of Instruction Certification	MANDT certified trainers

**GOALS 6: Promote Safe and Nurturing Schools**

**OBJECTIVES (a):** Seek to reduce the number of incidents of law violations, bullying, and personal injury accidents

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
<p>(1) Continue to update School Crisis Plans                      (2) Continue to maintain a working relationship with local, county, and state law enforcement                      Identify safety issues and develop action plans</p>	<p>Annually and On-going</p>	<p>(1) Maintain a safe school environment                      (2) Maintain adequate supervision of students                      Student Handbooks</p>	<p>Crisis Plans Approved by Lee County Board of Education for each school annually                      Law Enforcement Visit Reports to Schools                      Student Discipline data                      Accident Reports                      PowerSchool Data                      Observations</p>	<p>Superintendent                      Central Office Directors                      Principals</p>
<p>Continue criminal background checks for all individuals working with students</p>	<p>On-going</p>	<p>Maintain a safe school environment</p>	<p>Copies of Criminal Background Checks</p>	<p>Superintendent                      Directors                      Principals</p>
<p>Update and review <i>Olweus Bullying Prevention Program</i> strategies.</p>	<p>On-going</p>	<p>Maintain a safe school environment</p>	<p>Annual Training Updates for Bullying Prevention                      Professional Development Plans                      School Program Announcements                      Lesson Plans</p>	<p>Superintendent                      Central Office Directors                      Resource Officers                      Principals                      Teachers</p>

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Provide training for an <i>OLWEUS</i> Bullying Prevention Program Presenter for Lee County Public Schools.	As Needed	Decrease discipline incidents in all the schools Decrease of bullying in all of the schools Trained presenter will be available to present the <i>OLWEUS Program</i> in schools.	State Discipline and Violence Report Generated Surveys from students, parents and school communities  School Scheduled Bullying Training by designated <i>OLWEUS</i> Presenter. Professional Sign-in Sheets	Superintendent Central Office Director Resource Officers Principals Teachers

**GOAL 6: Promote Safe and Nurturing Schools**  
**OBJECTIVE (b):** Complete building projects on budget and on schedule

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Complete building projects on budget and on schedule	On-going	Complete identified projects	Capital Improvement Plan Completed Projects Certification	Superintendent Director of Maintenance Principals, Janitors
Update elementary playgrounds with adaptive equipment	On-going	Playground facilities available and accessible to all students	Annual Financing Reporting Reports from principals and Head Start Director	Superintendent Director of Special Education Director of Head Start

**GOAL 7: Ensure the Health and Safety of Each Child While in the Care of the School System.**

**OBJECTIVE:** Install security systems in all the schools to meet the needs of safety of each child while in the care of the school system.

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Installation of entrance security systems at all schools	On-going	Maintain Safe School Environment	All schools equipped with buzzer entry systems on front door	Superintendent Director of Maintenance Principals
Evaluate and implement outside surveillance cameras	On-going	Maintain Safe School Environment	All schools equipped with appropriate camera surveillance equipment to monitor vulnerable areas in the school and outside areas.	Superintendent Directors Principals Teachers
Access Policies and Procedures for entry into the schools	On-going	Maintain Safe School Environment	Identification Badges Visitor Sign-in Records	Superintendent Directors Principals Teachers
Lee County Sheriff’s Department will visit schools to create a police presence in the schools and on the campus.	Continuous	Maintain Safe School Environment	Resource Log of School Visits by Officers, Resource Officer, and other law personnel	Superintendent Directors Principals

**GOAL 8: All Teachers Meet the Uniform Performance Standards and Evaluation Criteria**  
**OBJECTIVE:** All teachers will be evaluated for performance to address student achievement.

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
Implement the Performance Evaluations of employees to address student academic progress and teacher effectiveness in the classroom instruction	Ongoing	Evidence that instruction is aligned with school’s curriculum to meet performance objectives set forth in the Board of Educator’s <i>Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Administrators, and Superintendents</i> Accountability for classroom performance and teacher effectiveness Promote self-growth, instructional effectiveness, and improvement of performance	Principal Observations Director Observations Improvement Plans Student Assessments Grades Standard of Learning Scores Progress Monitoring Professional Development Plan	Superintendent Central Office Directors Principal Teachers



Strategies	Timelines	Intended Results	Indicators	Persons Responsible
To continue to recruit, hire, train, and retain effective teachers, administrators, and support staff to meet the needs of students.	Annually	(1) Increase the % of highly qualified teacher to 100% (2) Provide new teacher training and mentoring (3) Continue to support and address the changing needs and challenges of educating rural children (4) Meet the State Initiatives	State Report Card IPAL Report Notification to Parents of teacher not meeting highly qualified status Professional Development Plans Student Progress Reports Licensure	Superintendent Central Office Directors Principal Teachers
Identify, monitor, and increase student reading levels at all grade levels	On-going	(1) All students reading on grade level at the third grade. (2) Kindergarten Readiness	Pre and post reading tests verified by SuccessMaker, Waterford, STAR Reading, PALS, Accelerated Reader tests, and Virginia Standards of Learning tests at the end of the third grade. Documentation of professional development related to teaching reading skills for all teachers Benchmark tests	Superintendent Central Office Directors Principals Reading Specialists Classroom Teachers

Strategies	Timelines	Intended Results	Indicators	Persons Responsible
			Pre-K Readiness Plan SOL Card in Student Record for reading and math accomplished skills for K-2. Instruction based on goals that reflect high expectations and an understanding of the subject.	
Head Start and Title 1 will work with the school system and agencies/organizations to ensure that children are ready to enter kindergarten with readiness skills for success and to reduce achievement gaps.	On-going	Alignment of Pre-K Curriculum with K-12 Improve literacy for Pre-K to grade 3 Develop a School Readiness Plan for Pre-K	Federal Monitoring Review for Head Start and Title 1 Grade Retention Report Improved Graduation Rate PALS, Waterford, and other assessment tools Smooth transition to Kindergarten	Director of Head Start Title I Director Principals Teachers Parents and Community

# LCPS Comprehensive Plan Committee

Dr. Wandaleen Adams, Curriculum Specialist and Director of Head Start

Cindy Norton, Coordinator of Gifted and Talented Program

Dr. Vickie Brown, Director of Student Services

LaVerne Brown, Middle School Teacher

Jill Carson, Community Resource

Connie Daugherty Director of Middle, Secondary and School Nutrition Program

Brian Dean, Director of Testing

Sindy Fields, Teacher

David Graham, Director of Alternative School

Jimmy Joe Graham, Community Resource

Robyn Grabeel, Title 1 Resource Teacher

Jerry Hounshell, Principal of Pennington Middle School

Rhonda Ledford, Guidance

Terri Martin, Teacher

Dr. Gary D. McCann, Director of Title Programs

Michelle Warner, Principal of Lee High

Terry Welch, Principal of Career and Technical Education

## Timeline for Goals

Actions	Timeline					
	2013	2014	2015	2016	2017	2018
Goal 1: Continuous improvement for student achievement	→	→				
Goal 2: Strong Literacy and Math Skills for PreK-12	→	→				
Goal 3: Provide Opportunities for Activities that Enhance the Development of the Whole Child	→	→				
Goal 4: Enhance collaboration and communication among schools, communities, and parents	→	→				
Goal 5: Enhance Faculty and Staff Effectiveness through Professional Development	→	→				
Goal 6: Promote Safe and Nurturing Schools	→	→				
Goal 7: Ensure the Health and Safety of Each Child While in the Care of the School System	→	→				
Goal 8: All Teachers Meet the Uniform Performance Standards and Evaluation Criteria	→	→				

√ Goal met or completed

× Goal not met or incomplete

→ Goal is an on-going process

## **Enrollment Projections for Virginia's Schools**

According to a recent study, from the University of Virginia by Spar, Michael, (2009), between 2000 and 2009, Virginia's population grew by more than 800,000—a growth rate of 11.4 percent over nine years. The growth rate has huge implications for Virginia's public school system. Enrollment in Virginia's public schools has increased steadily for the past ten years, and projections for the next five years indicated this trend will continue. Nearly ten thousand additional students will enroll each year, amounting to an increase of over 50,000 by the end of the projection period. Total enrollment will increase from 1.21 million to 1.27 million students in the 2014-15 school years.

The University of Virginia study indicates that most enrollment growth will be confined to the elementary grades; exactly two-thirds of total statewide growth will occur in the elementary grades. One-third of the growth will occur in the middle schools and only two percent of school population growth will be due to increase in the number of high school students. There will be rapid growth in the three northern Virginia divisions—Loudoun, Prince William, and Fairfax next year. Most of the school divisions expected to grow are located in an arc running from Hampton Roads in the south, through Richmond metropolitan area, west to Albemarle, and then northeast to northern Virginia.

## **Impact of Enrollment Trends**

The Weldon Cooper Center's sums up the impact of enrollment trends by stating:

In this time of declining state fiscal resources, the impact of school enrollment changes will depend on factors unique to each school division. Divisions with declining enrollment will receive fewer state funds to support education; yet local tax dollars will stretch further. Divisions with growing student enrollment may receive increases in state support, but possibly not enough to offset the additional costs of educating more children. Additionally, local budgetary adjustments to compensate for declining revenues, the willingness of localities to raise property tax rates to mitigate the impact of budget cuts; and other fiscal resources available to each jurisdiction will determine how school enrollment changes impact each locality.

## Demographic Trends for Virginia Schools and the Challenge Ahead

The challenges for our public schools become more acute in light of Virginia's changing demographics, which show clearly that diverse population groups (i.e., limited English proficient and economically disadvantaged) are increasingly making up a larger proportion of the overall population. International immigrants comprise one Quarter of the Commonwealth's recent population growth. Until 1970, one in every 100 Virginians was born outside the United States. In 2006, one in every 10 Virginians was of foreign birth. (Weldon Cooper Center, 2009). Diversity of economic and educational opportunity factors For the 2010-2011 school year, more than 38 percent of the students in Virginia's public schools were eligible for free and reduced-price lunch. The percent varies widely across the school divisions, from a high of more than 75 percent to a low of 8 percent.

Emerging issues that must be addressed include the following:

The Virginia Board of Education's goals address critical areas of need and attention. The Board's primary actions will focus on achieving those goals. In addition, the Board of Education anticipates a number of critical issues arising during the next year or two that will need to be dealt with head-on. The full impact and the response required to deal with the fallout are not totally known at this point. Emerging issues that must be addressed include the following:

- Maintaining the capacity of the Virginia Department of Education staff to provide background data, advice, and expertise, all of which are essential for the Board of Education to make solid and informed policy decisions. In these hard economic times, department staff may be adversely impacted by recruitment freezes, staff reductions, and elimination of some programs. More services must be provided by fewer persons, putting increased pressure on already razor-thin resources.
- Continuing the interventions and technical assistance by the Virginia Department of Education to assist divisions previously identified as low-performing, especially in this time of agency budget and staffing restrictions.
- Anticipating the impact of the fiscal climate on local school divisions that is destined to become even more difficult as the flow of federal stimulus funds ends.

## **Virginia's Teacher Work Force**

Virginia had a total of 99,524 classroom teachers in 2009-2010, compared to 100,908 in 2008-2009. Slightly more than 80 percent were female. Eighty-two percent were white, 13 percent were African American, two percent were Hispanic, and 1.4 percent was Asian.

Data show that more than 21 percent of Virginia's current classroom teachers are aged 55 or more; thus, many may be eligible to retire or are very near retirement. This has potential to exacerbate teacher supply and demand in the coming few years. Moreover, close to 16 percent of Virginia's school principals are at or near retirement age. Clearly, this is a case of the educational haves and have-nots with profound implications for the economic well-being of our citizens and the state as a whole. The public schools have a huge role in providing the education necessary for equal opportunities for economic success.

## **Additional Planning Documents**

The *Code of Virginia* requires the Board of Education to include in its comprehensive plan an assessment of the needs of public education and a plan to integrate educational technology into the Standards of Learning and the curricula, including career and technical education programs.