Layered engagement of the LCPS Board, Staff, and Community will drive strategic plan development

**Phase II: Themes and Priorities**
- Review Initial Themes and Priorities
- Refine Emerging Themes and Priorities
- Deploy Community Questionnaire
- Identify Strategic Actions and Metrics

**Phase III: Plan Finalization**
- Host Community Town Halls
- Draft Strategic Plan
- Review and Refine Strategic Plan
- Finalize and Approve Strategic Plan
- Socialize Approved Strategic Plan

**LCPS Board Meetings**

|-----|------|-----|------|----|------|------|------|-----|------|-----|

**Spring Break (April 11 – 15)**

**Last Day of School (June 15)**
# The Path Forward: Phase II (Themes and Priorities)

Strategic planning work in February and March will focus on refinement of key plan components.

<table>
<thead>
<tr>
<th>Primary Stakeholders</th>
<th>Review Initial Themes and Priorities</th>
<th>Refine Emerging Themes and Priorities</th>
<th>Deploy Community Questionnaire</th>
<th>Identify Strategic Actions and Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCPS Board</td>
<td>LCPS Board</td>
<td>LCPS Community*</td>
<td>LCPS Senior Staff</td>
<td></td>
</tr>
<tr>
<td><strong>Target Timeframe</strong></td>
<td>Early to Mid-February</td>
<td>Mid- to Late February</td>
<td>Mid-February to Mid-March</td>
<td>March</td>
</tr>
<tr>
<td><strong>Brief Description</strong></td>
<td>A public-facing opportunity to share an update on strategic planning progress.</td>
<td>Deep dive discussion and ideation to refine and consolidate Board priorities and shape direction based on available data.</td>
<td>Brief community-wide survey to enable stakeholder input and assess perceived alignment with emerging themes.</td>
<td>Opportunity to explore specific, strategic actions that the division can take to how to best enable Board priorities.</td>
</tr>
</tbody>
</table>

*LCPS Community includes employees, parents/families, and business leaders.

= Activity Completed
# The Path Forward: Phase III (Plan Finalization)

*In April, ongoing efforts will shift focus toward plan development, with target approval in June*

<table>
<thead>
<tr>
<th>Primary Stakeholders</th>
<th>Host Community Town Halls</th>
<th>Draft Strategic Plan</th>
<th>Review and Refine Strategic Plan</th>
<th>Finalize and Approve Strategic Plan</th>
<th>Socialize Approved Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCPS Community*</td>
<td>[RTI Team] LCPS Board LCPS Senior Staff</td>
<td>LCPS Community*</td>
<td>LCPS Board</td>
<td>LCPS Senior Staff LCPS Board LCPS Community*</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Timeframe</th>
<th>Host Community Town Halls</th>
<th>Draft Strategic Plan</th>
<th>Review and Refine Strategic Plan</th>
<th>Finalize and Approve Strategic Plan</th>
<th>Socialize Approved Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Late April</td>
<td>[ ] Community Town Halls (4/18 + 4/19)</td>
<td>[ ] Board + Cabinet Working Session (5/11)</td>
<td>[ ] Public Comment (5/24 Board Meeting) Board Review (6/7 Board Meeting)</td>
<td>[ ] Plan Approval (6/28 Board Meeting)</td>
<td>[ ] Roadshow Update (8/9 Board Meeting)</td>
</tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Touchpoints</th>
<th>Host Community Town Halls</th>
<th>Draft Strategic Plan</th>
<th>Review and Refine Strategic Plan</th>
<th>Finalize and Approve Strategic Plan</th>
<th>Socialize Approved Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Town Halls (4/18 + 4/19)</td>
<td>[A] public forum(s) with Board members and third-party facilitation (RTI) to invite community feedback re: emerging themes.</td>
<td>Formulation of all data and feedback collected to date into an initial working plan, with input from division leadership.</td>
<td>[A] presentation(s) of the draft strategic plan to enable community (7) and Board (8) input and discussion.</td>
<td>Final review and approval of the official LCPS strategic plan.</td>
<td>Post-approval communications strategy executed by Senior Staff with Board support to raise awareness and build community buy-in for the new strategic plan.</td>
</tr>
</tbody>
</table>

*LCPS Community includes employees, parents/families, and business leaders.*
Developing Aligned Actions and Supporting Measures

A series of intentional touchpoints has enabled collaborative visioning and ongoing refinement toward building clear and measurable priorities for the division.

- **Action Planning [Virtual] Kickoff** (March 2)
  - Brief introductory meeting with Senior Staff to provide an overview of progress and findings to date, and to align on the road ahead.

- **Asynchronous “Homework”** (by Department)
  - Extended opportunity for Senior Staff to brainstorm proposed actions via a centralized digital workbook template, available per department.

- **Action Planning Working Session** (March 17)
  - Deep dive, in-person gathering of Senior Staff to review, consolidate, and map aligned actions; also included initial identification of meaningful metrics to assess progress toward strategic goals.

- **Leadership Workshopping** (March 28-30)
  - Follow-up discussion among LCPS Executive Cabinet members to further hone proposed strategic goals, aligned actions, and early stage supporting measures.

- **Collaborative Working Session** (May 11)
  - Deep dive, in-person gathering of LCPS Executive Cabinet and School Board to review and refine draft set of strategic goals, aligned actions, and supporting measures, along with core beliefs/values, as well.
What We Shared

Board guidance (charge) to senior staff ahead of action planning

Be **frank and honest** in your feedback. You are the experts.

Be **creative** and don’t be afraid to throw ideas out there so we have lots of things to consider.

Write in language that’s **user-friendly** so that everyone in the community can understand and see something in the strategic plan for them. Also, be **clear** in differentiating between what is an objective (end game), an enabler, and a core belief; understanding each will determine metrics differently.

Don’t be afraid to **pare back**, to try new things, and to throw away things that don’t make sense anymore.

Let’s focus on creating **more access for more students** to any type of resources and programs we decide to promote.

Be **bold**. This is an opportunity for all of us to be bold in pushing the limits to frame what we as a division will do together.
What We Heard

Senior staff desires for the new LCPS strategic plan

Alignment + Consistency
- “Alignment of broad goals and priorities across departments.”
- “Allows us to operate consistently as one school division.”
- “To prioritize our work for consistency across schools, teams, and departments.”
- “Clear expectations and consistency for all LCPS teams.”
- “Clear guidance from School Board to align with staff goals.”

Vision + Direction
- “Visionary, not tactical in nature.”
- “A clear vision and goals that will unite us across the division.”
- Clear direction and cohesion across all schools, departments etc.
- “Clear vision to drive our work ahead.”
- “Road map to future.”
- “Positive, clear vision.”

Continuous Improvement + Excellence
- “Guidance to continue moving in a positive and forward trajectory.”
- “ Allows staff to focus on excellence and student academic success!”
- “A continuation of the work we are doing in academics.”
- “Keeping the progress going regarding hiring and hiring practices.”
Strategic Plan
Framework snapshot

MISSION
What we do to achieve the future we imagine for our students.

CORE VALUES
Shared beliefs that guide our work with students and undergird what we do.

STRATEGIC GOALS
The most important priorities to achieve our mission and vision.

GOAL #1

GOAL #2

GOAL #3

GOAL #4

ALIGNED ACTIONS
Primary strategic initiatives to enable realization of our goals.

Aligned Action 1.1
Aligned Action 1.2
Aligned Action 1.3
Aligned Action 1.4
Aligned Action 1.5

Aligned Action 2.1
Aligned Action 2.2
Aligned Action 2.3
Aligned Action 2.4
Aligned Action 2.5

Aligned Action 3.1
Aligned Action 3.2
Aligned Action 3.3
Aligned Action 3.4
Aligned Action 3.5

Aligned Action 4.1
Aligned Action 4.2
Aligned Action 4.3
Aligned Action 4.4
Aligned Action 4.5

MEASURES
Tangible metrics to assess progress toward goals.

Measure 1.1a
Measure 1.2b
Measure 1.3c
Measure 1.4d
Measure 1.5e

Measure 2.1a
Measure 2.3c
Measure 2.4d

Measure 3.2b
Measure 3.4d
Measure 3.5e

Measure 4.1a
Measure 4.2b
Measure 4.3c
Measure 4.5e

DRAFT – FOR DISCUSSION
Strategic Plan
LCPS working draft

MISSION
Empowering all students to make meaningful contributions to the world.

CORE VALUES
- Academic Excellence
- Authentic Stewardship
- Individualized Success
- Equity and Inclusion
- Continuous Improvement
- Holistic Support

STRATEGIC GOALS

GOAL #1: Empowered Students
Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.

GOAL #2: Exemplary Staff
Cultivate high-performing teams of professionals committed to realizing our mission and goals.

GOAL #3: Engaged Community
Enhance educational excellence through building meaningful relationships with families and the community.

GOAL #4: Enriched Division
Maintain an inclusive, safe, caring, and challenging learning environment as the foundation for student growth.

ALIGNED ACTIONS
- Pathways to Success
- Enhanced Specialized Programs
- Mental Health Resources
- Amplified Student Voice
- Ongoing Growth and Development
- Seamless Collaboration
- Employer of Choice
- Family Engagement
- Business Partnerships
- Open Dialogue
- Unified Culture
- Straightforward Communication
- Enhanced Learning Spaces

MEASURES
What’s To Come
Core values working strawman

**HOLISTIC SUPPORT**
Every student should have the support to feel safe, happy, and cared for in school.

**EQUITY AND OPPORTUNITY**
All students and staff should have access to resources, programs, and support that enable a successful future.

**ACADEMIC EXCELLENCE**
All students should be challenged to reach their full potential in the classroom as part of a system that aspires to become the best performing district in the nation.

**INDIVIDUALIZED SUCCESS**
All unique strengths, skills, and passions should be celebrated, encouraging diverse pathways that support readiness for all futures after graduation.

**AUTHENTIC STEWARDSHIP**
All students, staff, and community members should have regular opportunities to engage meaningfully across the division.

**CONTINUOUS IMPROVEMENT**
A culture of continuous improvement drives the fulfillment of our mission.

**One LCPS**
### GOAL #1: Empowered Students
Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.

#### Pathways to Success
- Exemplify the LCPS Profile of a Graduate
- Provide Quality and Culturally Responsive Teaching for Deeper Learning
- Implement Evidence-based Literacy Instruction
- Develop College and Workforce Readiness

#### Enhanced Specialized Programs
- Develop Accessible Specialized Programming
- Develop Expansion of Supports to Prepare Students to Access Specialized Programming

#### Mental Health Resources
- Provide Mental Health and Wellness Services
- Ensure a Safe and Affirming Learning Environment
- Implement a Multi-Tiered System of Supports

#### Amplified Student Voice
- Plan for Equitable Student Experiences
- Emphasize Inclusiveness for All (K – 12)
- Engage with Students Around Their Educational Experiences in LCPS

### GOAL #2: Exemplary Staff
Cultivate high-performing teams of professionals committed to realizing our mission and goals.

#### Ongoing Growth and Development
- Provide High-quality, Strategically Aligned Professional Learning and Coaching
- Build a Strengths-based Mindset Related to Special Education and EL Learning for All Staff
- Provide Structured Mentorship
- Develop Leadership Capacity

#### Seamless Collaboration
- Develop Dedicated Resources to Connect Staff
- Develop Standard Operating Procedures for Internal Collaboration

#### Employer of Choice
- Offer Competitive Salaries and Benefits at All Levels
- Provide Intentional Onboarding for All Staff
- Recruit, Develop, and Retain Top Diverse Talent

### GOAL #3: Engaged Community
Enhance educational excellence through building meaningful relationships with families and the community.

#### Family Engagement
- Plan for Inclusive Family and Community Dialogue
- Build Meaningful Relationships with Families

#### Business Partnerships
- Enhance Business Partnerships
- Strengthen Partnerships with School Support Organizations
- Extend Efficiencies in Transportation
- Create Strategic Vendor Partnerships

#### Open Dialogue
- Involve Community Stakeholders in Key Decisions
- Ensure Transparency in Budget and Policy Planning and Implementation
- Invest in Language Services to Support Families Across the Division
- Enhance Community Access to Information
- Invite Conversation Across Stakeholder Groups

### GOAL #4: Enriched Division
Maintain an inclusive, safe, caring, and challenging learning environment as the foundation for student growth.

#### Unified Culture
- Support the Whole Child
- Promote Shared and Consistent Accountability and Responsibility
- Maintain a Culture of Continuous Improvement

#### Straightforward Communication
- Improve Data-sharing and Data-based Decision-making
- Implement Central Communication Platform for Constituent Concerns
- Optimize Productive Board and Staff Relations
- Standardize and Coordinate Division Communication Practices
- Assess and Shift Division Use of Social Media to Align with Best Practices

#### Enhanced Learning Spaces
- Create Structures to Support Community Building
- Create Instructionally-based Physical Learning Spaces
- Modernize Security Assets and Protocols
- Facilities Lifecycle Planning for Schools
- Improve Energy Efficiency
What’s To Come: Metrics That Matter

Elevating key measures as accountability drivers

**GOAL #1: Empowered Students**
Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.

- Pathways to Success
- Enhanced Specialized Programs
- Mental Health Resources
- Amplified Student Voice

**GOAL #2: Exemplary Staff**
Cultivate high-performing teams of professionals committed to realizing our mission and goals.

- Ongoing Growth and Development
- Seamless Collaboration
- Employer of Choice

**GOAL #3: Engaged Community**
Enhance educational excellence through building meaningful relationships with families and the community.

- Family Engagement
- Business Partnerships
- Open Dialogue

**GOAL #4: Enriched Division**
Maintain an inclusive, safe, caring, and challenging learning environment as the foundation for student growth.

- Unified Culture
- Straightforward Communication
- Enhanced Learning Spaces

**To Consider:**
If our strategic goals are our north star, what are the key **metrics that matter** most in assessing meaningful progress toward sustainable achievement?
What We’ve Learned: Community Questionnaire

Participation by the numbers

13,125 Total Survey Respondents

4,287 Open-ended Responses

71% Respondents who identified as the Parent/Guardian of One or More LCPS Student

27% Respondents who identified as an LCPS Employee (including Administrators, Instructional Staff, and Non-instructional Staff)

72% Respondents who identified as Female
What We’ve Learned: Community Questionnaire

Preliminary data analysis suggests holistic support, strategic growth, and literacy as priority issues.

**Selected within Respondent’s Top Five Priority Issues (#1-5)**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holistic Support</td>
<td>63%</td>
</tr>
<tr>
<td>Strategic Growth</td>
<td>54%</td>
</tr>
<tr>
<td>Literacy</td>
<td>44%</td>
</tr>
<tr>
<td>Teacher Training</td>
<td>44%</td>
</tr>
<tr>
<td>Life Skills</td>
<td>44%</td>
</tr>
<tr>
<td>Specialized Programs</td>
<td>39%</td>
</tr>
<tr>
<td>Mental Health</td>
<td>36%</td>
</tr>
<tr>
<td>Individualized Instruction</td>
<td>28%</td>
</tr>
<tr>
<td>Leadership Training</td>
<td>25%</td>
</tr>
<tr>
<td>Technology</td>
<td>24%</td>
</tr>
<tr>
<td>Equity</td>
<td>22%</td>
</tr>
<tr>
<td>Communication</td>
<td>22%</td>
</tr>
<tr>
<td>Data</td>
<td>21%</td>
</tr>
<tr>
<td>Feedback</td>
<td>17%</td>
</tr>
<tr>
<td>Culture</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Selected as Respondent’s Top Choice Priority Issue (#1)**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holistic Support</td>
<td>26%</td>
</tr>
<tr>
<td>Strategic Growth</td>
<td>14%</td>
</tr>
<tr>
<td>Literacy</td>
<td>11%</td>
</tr>
<tr>
<td>Specialized Programs</td>
<td>9%</td>
</tr>
<tr>
<td>Teacher Training</td>
<td>6%</td>
</tr>
<tr>
<td>Individualized Instruction</td>
<td>6%</td>
</tr>
<tr>
<td>Life Skills</td>
<td>6%</td>
</tr>
<tr>
<td>Mental Health</td>
<td>5%</td>
</tr>
<tr>
<td>Equity</td>
<td>4%</td>
</tr>
<tr>
<td>Communication</td>
<td>3%</td>
</tr>
<tr>
<td>Leadership Training</td>
<td>3%</td>
</tr>
<tr>
<td>Data</td>
<td>2%</td>
</tr>
<tr>
<td>Culture</td>
<td>2%</td>
</tr>
<tr>
<td>Technology</td>
<td>2%</td>
</tr>
<tr>
<td>Feedback</td>
<td>2%</td>
</tr>
</tbody>
</table>

**Note:** survey data is currently under review; additional findings will be incorporated into upcoming Community Town Halls and Leadership Working Sessions for further consideration and discussion.

**Holistic Support:** Ensure that every child has the support to feel safe, happy, and cared for in school.

**Strategic Growth:** Ensure that LCPS maintains their overall quality of education as the division grows.

**Literacy:** Provide a quality early education curriculum in reading and math.
## LCPS Strategic Planning Community Town Halls

<table>
<thead>
<tr>
<th>Date:</th>
<th>Monday, April 18, 2022</th>
<th>Tuesday, April 19, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time:</td>
<td>7:00 – 9:00 PM</td>
<td>7:00 – 9:00 PM</td>
</tr>
<tr>
<td>Location:</td>
<td>(1) Tuscarora High School</td>
<td>(2) Briar Woods High School</td>
</tr>
</tbody>
</table>

*A Spanish language interpreter will be available at the 4/19 Town Hall session held at Dominion High School.*
# LCPS Strategic Planning Community Town Halls

## Event series overview

<table>
<thead>
<tr>
<th><strong>About:</strong></th>
<th>LCPS will host a series of four town halls across the county as an opportunity for community members to help shape the direction of the next strategic plan by offering input and providing feedback on the most important priorities for the division over the next five years.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attendees:</strong></td>
<td>All members of the LCPS community are welcome; interested families and staff are especially encouraged to attend. Town Halls will be facilitated by RTI International, an external firm leading strategic planning on behalf of the division. LCPS School Board and Senior Staff members will also be present at each session.</td>
</tr>
</tbody>
</table>
| **Guiding Questions:** | • What vision should LCPS pursue for all students moving forward?  
• What programs and practices should be added, discontinued, or otherwise considered across the division?  
• What are the most important actions that LCPS should take in the coming years? |
| **Other Information:** | Each session will present and discuss the same content; interested parties should select only the most convenient option to attend. |
Where We Go From Here
Continuing down the road to refinement

Moving forward, we will focus what we have heard from LCPS stakeholders into a refined set of strategic goals, aligned actions, and supporting measures that will serve as the core tenets of the division’s new strategic plan.
Our Path Forward

Enabling a strong foundation for plan development via confirmed strategic goals

**GOAL #1: Empowered Students**
Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.

**GOAL #2: Exemplary Staff**
Cultivate high-performing teams of professionals committed to realizing our mission and goals.

**GOAL #3: Engaged Community**
Enhance educational excellence through building meaningful relationships with families and the community.

**GOAL #4: Enriched Division**
Maintain an inclusive, safe, caring, and challenging learning environment as the foundation for student growth.

---

**Pathways to Success**
- Enhanced Specialized Programs
- Mental Health Resources
- Amplified Student Voice

**Ongoing Growth and Development**
- Seamless Collaboration
- Employer of Choice

**Family Engagement**
- Business Partnerships
- Open Dialogue

**Unified Culture**
- Straightforward Communication
- Enhanced Learning Spaces
Next Steps

Action items and open questions

Priority Action Items

• April 18 and 19: RTI to facilitate a series of Community Town Halls (with Board + Cabinet support).
• April 19: RTI to facilitate working sessions with (1) Elementary and (2) MS + HS Principals.
• May 11: RTI to facilitate Board + Cabinet working session to refine draft strategic goals, aligned actions, and measures.

Open Questions for Continued Consideration

• ACCESSIBILITY: how will we ensure that the plan feels manageable and relevant to all?
• ACCOUNTABILITY: how will we establish and incorporate benchmarks to drive ongoing measurement of progress?
• OWNERSHIP: how will we enable an inclusive development process that encourages shared ownership of the plan?
NOTE: This section features the complete set of questions as featured within the recently completed strategic planning community questionnaire; as well as a collection of internal reference materials developed throughout recent working sessions, all of which are included here as a representative sampling of the iterative planning process explored to date.
Strategic Planning Community Survey Questions

<table>
<thead>
<tr>
<th>Q1</th>
<th>Please select the option below that best describes your primary relationship to LCPS.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Parent or Guardian of 1 or more LCPS Student(s)</td>
</tr>
<tr>
<td></td>
<td>• Current LCPS Administrator</td>
</tr>
<tr>
<td></td>
<td>• Current LCPS Instructional Staff (e.g., Teacher, Teacher Assistant, Librarian)</td>
</tr>
<tr>
<td></td>
<td>• Current LCPS Non-Instructional Staff</td>
</tr>
<tr>
<td></td>
<td>• Former/Retired LCPS Employee</td>
</tr>
<tr>
<td></td>
<td>• Loudoun County Nonprofit Organizational Leader</td>
</tr>
<tr>
<td></td>
<td>• Loudoun County Business Leader</td>
</tr>
<tr>
<td></td>
<td>• Other - Please Describe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q2</th>
<th>What is your gender?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Male</td>
</tr>
<tr>
<td></td>
<td>• Female</td>
</tr>
<tr>
<td></td>
<td>• Non-Binary</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q3</th>
<th>Which of the following describes your race/ethnicity?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• American Indian</td>
</tr>
<tr>
<td></td>
<td>• Asian</td>
</tr>
<tr>
<td></td>
<td>• Black</td>
</tr>
<tr>
<td></td>
<td>• Hispanic</td>
</tr>
<tr>
<td></td>
<td>• Pacific Islander</td>
</tr>
<tr>
<td></td>
<td>• White</td>
</tr>
<tr>
<td></td>
<td>• Two or More Races</td>
</tr>
<tr>
<td>Strategic Planning Community Survey Questions</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>(Q4)</td>
<td>LCPS currently offers a sufficient variety of elective or specialized programs across the division to meet student needs and interests.</td>
</tr>
<tr>
<td></td>
<td>LCPS has a clear and cohesive division culture.</td>
</tr>
<tr>
<td></td>
<td>LCPS has a clear definition of equity that enables the division to effectively address opportunity gaps.</td>
</tr>
<tr>
<td></td>
<td>LCPS conducts sufficient analysis of available options before making major division-level decisions.</td>
</tr>
<tr>
<td></td>
<td>LCPS focuses sufficient time and resources on strengthening the quality of instruction in early grades (K-3).</td>
</tr>
<tr>
<td></td>
<td>LCPS teachers feel empowered to speak up about critical issues.</td>
</tr>
<tr>
<td></td>
<td>LCPS enables a quality feedback loop through which community members can engage with the division.</td>
</tr>
<tr>
<td></td>
<td>The quality of education offered to students has kept pace with the quantity of growth happening across LCPS.</td>
</tr>
</tbody>
</table>
Strategic Planning Community Questionnaire (3 of 3)

Strategic Planning Community Survey Questions

Q5: LCPS would like to better understand the issues and ideas that matter most to community members moving forward as the division continues to pursue a world-class education for all students. Please select and rank your TOP FIVE PRIORITIES for inclusion in the forthcoming LCPS strategic plan; number your selections 1 – 5, with 1 being your highest priority focus area.

<table>
<thead>
<tr>
<th>Specialized Programs</th>
<th>Create more opportunities for more students to participate in gifted, immersive, and/or otherwise specialized educational programs (e.g., Academies of Loudoun, International Baccalaureate, language immersion programs).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>Promote a unified division culture across LCPS.</td>
</tr>
<tr>
<td>Equity</td>
<td>Solidify the division’s commitment to equity for all.</td>
</tr>
<tr>
<td>Data</td>
<td>Use quality data to inform major decisions across the division.</td>
</tr>
<tr>
<td>Literacy</td>
<td>Provide a quality early education curriculum in reading and math.</td>
</tr>
<tr>
<td>Feedback</td>
<td>Offer meaningful opportunities to share feedback at all levels across the division.</td>
</tr>
<tr>
<td>Leadership Training</td>
<td>Ensure that all school administrators are trained in effective school leadership.</td>
</tr>
<tr>
<td>Teacher Training</td>
<td>Ensure that all educators are trained in effective instruction.</td>
</tr>
<tr>
<td>Communication</td>
<td>Commit to clear, consistent communication with all community stakeholders.</td>
</tr>
<tr>
<td>Strategic Growth</td>
<td>Ensure that LCPS maintains their overall quality of education as the division grows.</td>
</tr>
<tr>
<td>Life Skills</td>
<td>Focus on practical preparedness for life including taking care of personal responsibilities.</td>
</tr>
<tr>
<td>Holistic Support</td>
<td>Ensure that every child has the support to feel safe, happy, and cared for in school.</td>
</tr>
<tr>
<td>Individualized Instruction</td>
<td>Personalize instruction for each child.</td>
</tr>
<tr>
<td>Mental Health</td>
<td>Expand mental health resource offerings for all students and staff.</td>
</tr>
<tr>
<td>Technology</td>
<td>Support the use of technology in the classroom.</td>
</tr>
</tbody>
</table>

Q6: [OPTIONAL] If you have any additional feedback about the future for the students and staff of LCPS, please provide that in the space below. For example, what practices, policies, or programs would you like to see LCPS start, stop, and/or continue?
Bringing It All Together

A moment of self-reflection: connecting the WHY with the HOW for students

**The WHY**

What are your hopes and aspirations for LCPS students?

**The HOW**

What is most important about doing this [strategic planning] work?

For Reflection: what efforts can we make to ensure that the WHY informs the HOW throughout this work (and vice versa)?

**NOTE:** Reflection exercise as presented during the Senior Staff Working Session on March 17, 2022. Included here for awareness only.
What We Heard: Proposed Aligned Actions

Strategic Goal #1: Empowered Students (1/2)

We prepare our students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.

Evidence-based Early Literacy Instruction [Various]
Provide evidence-based instruction to ensure that all students are reading at level by 3rd grade.

Accessible Specialized Programming [Various]
Expand the number and types of available specialized learning opportunities across the division.

Accessible Specialized Programming [OOE]
Establish relationships with community groups to provide mentorship, connections, and programming to underrepresented students.

Equitable Student Experiences [BFS]
Next Steps/Resources Required: analysis of school-based fees and charges; stakeholder feedback; collaboration w/ DOI.

Student Communication and Marketing Brand Ambassadors [CCO]
School-based students and staff serve as news ambassadors to share and reshare good news.

Regular Communication Directly to High School Students, Particularly During a Crisis [CCO]
Next Steps/Resources Required: need to determine best platform for communication; develop and execute a plan.

Inclusiveness for All [OOE]
Create opportunities to hear and act on student voice, for example: student equity ambassadors, student members on equity committee, superintendent's student advisory group, student school board members.

Inclusiveness for All: Ensure Student Voice at All Levels, K-12 [Student Services]

To Consider:

- What feels good/authentic/right about what’s here?
- What feels odd/out of place/wrong about this set of aligned actions?
- What feels like it might hit on the right content/idea but still needs finesse in its language?
- What is missing that should be added?
Strategic Goal #1: Empowered Students (2/2)

**GOAL #1: Empowered Students**

We prepare our students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.

### Access to Talent Development Opportunities K-12 to Pursue Strengths and Interests

Plan for expanding and strengthening existing programs such as Propel, Level Up, EDGE.

### Quality Teaching

Provide evidence-based features of Quality Teaching (quality interactions, academic rigor, and language focus) to support deeper learning of all students.

### LCPS Profile of a Graduate

Provide access to rigorous academic experiences built on the 5 Cs and aligned to the LCPS Profile of a Graduate.

### College and the Workforce Readiness: Align Universal Practices to Support the Profile of a Graduate

This would be a partnership with the workplace that is LCPS Division of Planning Services.

### Mental Health and Wellness

Provide tiered, research-based, and educationally relevant mental and behavioral health & wellness services that support student learning and growth.

### MTSS

Promote a Multi-Tiered System of Supports to address the academic, behavioral, and social-emotional needs of students.

---

**To Consider:**

- What feels **good/authentic/right** about what’s here?
- What feels **odd/out of place/wrong** about this set of aligned actions?
- What feels like it might hit on the **right content/idea** but still needs finesse in its language?
- What is **missing** that should be added?
# What We Heard: Proposed Aligned Actions

## Strategic Goal #2: Enabled Staff (1/2)

**Goal #2: Enabled Staff**

We cultivate a high-performing team of professionals committed to realizing our mission and goals.

### EQUIPPED STAFF: World Class Staff [OEE]

Provide coaching/resources for conducting conversations around multiple perspectives re: diversity, equity, and inclusion.

### World Class Staff [OEE]

Provide professional learning to leaders and staff around mitigating biases in order to provide high expectations for each student, despite gender, race, language, or socioeconomic status.

### World Class Staff at all Levels [Student Services]

Provide targeted onboarding opportunities for all SS staff to support the transition to LCPS and build capacity for success.

### World Class Staff at all Levels [Student Services]

Provide professional learning to all staff on available services for language assistance to help with equitable and meaningful family communication.

### World Class Staff at All Levels [Support Services]

Create Expanded Professional Development Opportunities and Incentives.

### Competitive Salaries [BFS + HRTD]

Next Steps/Resources Required: ongoing analysis identifying gaps; budgetary planning.

### Competitive Benefits [BFS + HRTD]

Next Steps/Resources Required: ongoing analysis to support attractive, affordable benefit options; budgetary planning.

### Updated Intranet for Staff to Access Internal Information [CCO]

Enhance communications with staff to share information across the division and build a strong community.

---

**To Consider:**

- What feels **good/authentic/right** about what’s here?
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- What feels like it might hit on the **right content/idea** but still needs finesse in its language?
- What is **missing** that should be added?

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**NOTE:** Draft content as presented during the Senior Staff Working Session on March 17, 2022. Included here for reference only.
GOAL #2: Enabled Staff

We cultivate a high-performing team of professionals committed to realizing our mission and goals.

Create Formal Group of Community Engagement Staff from Respective Departments [CCO]
Next Steps/Resources Required: define/share group purpose; propose to relevant departments; develop meeting cadence.

Provide Students Access and Support to Personalized (student-centered?) and Culturally Responsive Instruction [DOI]
Next Steps: offer PD re: implicit biases and impact on instruction; analyze teacher outputs to ensure bridging of opportunity gaps.

Access to High-quality, Strategically Aligned Professional Learning and Coaching [DOI]

Opportunities for Collaboration [DOI]

Building Leadership Capacity [DOI]

Evidence-based Early Literacy Instruction [Student Services]
Empower special education teachers with professional learning and resources in collaboration with general education teachers.

MTSS [Student Services]
Provide professional learning to teachers and staff to support the consistent implementation of MTSS practices.

Provide Professional Learning in the Areas of Special Education and EL to All Teachers and Staff [Student Services]
To increase understanding and capacity to meet the needs of all students in an inclusive environment.

To Consider:
• What feels good/authentic/right about what’s here?
• What feels odd/out of place/wrong about this set of aligned actions?
• What feels like it might hit on the right content/idea but still needs finesse in its language?
• What is missing that should be added?

NOTE: Draft content as presented during the Senior Staff Working Session on March 17, 2022. Included here for reference only.
What We Heard: Proposed Aligned Actions

Strategic Goal #3: Engaged Community (1/2)

To Consider:

- What feels good/authentic/right about what’s here?
- What feels odd/out of place/wrong about this set of aligned actions?
- What feels like it might hit on the right content/idea but still needs finesse in its language?
- What is missing that should be added?

### GOAL #3: Engaged Community

We build meaningful relationships with families and community to enhance our excellence as trusted partners in education.

<table>
<thead>
<tr>
<th>Action Area</th>
<th>Action Description</th>
<th>Next Steps/Resources Required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vendor Outreach</strong> [BFS]</td>
<td>Next Steps/Develop and rollout vendor and SWAM vendor outreach program.</td>
<td></td>
</tr>
<tr>
<td><strong>Strengthen SSO Partnerships</strong> [BFS]</td>
<td>Next Steps: Provide further guidance to schools re: management of SAF funds and how best to work with SSO.</td>
<td></td>
</tr>
<tr>
<td><strong>Increase Local Preference Spending in the School Nutrition Program</strong> [BFS]</td>
<td>Next Steps: Solicitations offering local preference in accordance with USDA guidelines. Outreach to local vendors.</td>
<td></td>
</tr>
<tr>
<td><strong>Division Newsletter Access for Families and the Community</strong> [CCO]</td>
<td>Allow families to subscribe to newsletters that they are interested in.</td>
<td></td>
</tr>
<tr>
<td><strong>&quot;How do I ...&quot; Section on the LCPS Website</strong> [CCO]</td>
<td>Increase overall user experience of the existing LCPS website.</td>
<td></td>
</tr>
<tr>
<td><strong>Provide Translated Documents in a Streamlined Process</strong> [CCO]</td>
<td>Next Steps: Formalize translation process or retain vendor for same to assure division-wide accountability for communications.</td>
<td></td>
</tr>
<tr>
<td><strong>Implement Communication Platform to Enable All LCPS Parents to Find Support and Ask Questions Consistently</strong> [DDI]</td>
<td>Next Steps/Resources Required: Procure system in FY23, budget pending.</td>
<td></td>
</tr>
<tr>
<td><strong>Engage Parents/Families as Partners in Education</strong> [OOE]</td>
<td>Design plan for community dialogue around diversity, equity, inclusion, and opportunity and its impact on strengthening relationships, and how the LCPS community benefits through the building of a more inclusive community.</td>
<td></td>
</tr>
<tr>
<td><strong>Engage Parents/Families as Partners in Education: MTSS</strong> [Student Services]</td>
<td>Build and maintain an authentic family and school partnership and utilize effective communication to support classroom instruction of student skills.</td>
<td></td>
</tr>
</tbody>
</table>
**What We Heard: Proposed Aligned Actions**

**Strategic Goal #3: Engaged Community (2/2)**

**GOAL #3: Engaged Community**

We build meaningful relationships with families and community to enhance our excellence as trusted partners in education.

- **Involve Community Stakeholders in Key Decisions/Actions [OOE]**
  - Hold cluster conversations twice a year to explore a division-wide driving question and/or an update on the 4 aspects of the vision (the 4 Es) – i.e., How are we empowering students/equipping staff/engaging community?

- **Involve Community Stakeholders in Key Decisions/Actions [Support Services]**
  - Douglass High School Commemoration Components.

- **Involve Community Stakeholders in Key Decisions/Actions [Support Services]**
  - Review of school names.

- **Building Authentic and Meaningful Homeschool Partnerships [DOI]**
  - Open Questions: Frame as family engagement or home-school partnerships? How can we make this a division-wide priority?

- **Enhance Existing Partnerships with Loudoun Businesses [Student Services]**
  - Expand internship and career exploration opportunities that lead to competitive employment for students with disabilities.

- **New School-Business Partnerships [DOI]**
  - Strengthen existing and develop new partnerships to support student learning + engaged business community.

- **Ensure Transparency in Policy, Curriculum, Budget, etc. [DOI]**
  - Next Steps: plan, administer, and use results of targeted questionnaires, focus groups, etc. to gather community feedback to inform policies + practices.

- **Provide Clear Communication Pathways (Promote Proactive Communication?) [DOI]**

- **Parent Education and Engagement [Student Services]**
  - Provide parent universities focused to support student empowerment.

- **Engaged Partnerships with Transportation Customers [Support Services]**
  - To include inclusive communication channels.
What We Heard: Proposed Aligned Actions

Strategic Goal #4: Enriched Division (1/2)

**GOAL #4: Enriched Division**

We commit to maintaining an inclusive, safe, caring, and challenging learning environment as the foundation for student growth.

- **Increase Menu Diversity [BFS]**
  - Next Steps/Resources Required: expand lunch and breakfast diversity options.

- **Further Develop Regulations and Financial Guidance for Consistency across the Division [BFS]**
  - Next Steps: market BFS services; identify inconsistencies and further refine regulations; expand training and user resources.

- **Make More Financial Documents Accessible Supporting Financial Stewardship [BFS]**
  - Next Steps/Resources Required: quarterly reports on the website; other procurement info to provide; AP ledgers.

- **Replacement of ORACLE with a More Efficient, User Friendly, Fully Functional System [BFS]**
  - Next Steps: review current system deficiencies; identify needs for a new system; budgetary impact; staff resources for rollout.

To Consider:

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**NOTE:** Draft content as presented during the Senior Staff Working Session on March 17, 2022. Included here for reference only.
What We Heard: Proposed Aligned Actions

Strategic Goal #4: Enriched Division (2/2)

We commit to maintaining an inclusive, safe, caring, and challenging learning environment as the foundation for student growth.

GOAL #4: Enriched Division

We commit to maintaining an inclusive, safe, caring, and challenging learning environment as the foundation for student growth.

Clear and Unified Division Culture [OOE] Embrace the practice of shared accountability via equitable practices in all schools and across departments.

- Implement Public and Internal Data Dashboards [DDI]
- Allocate Differentiated Staff and Resources Where Needed [DOI]
- Share Buy-in and Accountability [DOI]
- Recruit and Retain a High-performing Diverse Workforce [DOI]
- Shared Accountability and Responsibility with Consistency in Practices Across All Schools [Student Services]
- Plan for Updated and Innovative Programs [DOI] Next Steps: conduct ongoing reviews of division initiatives for continuous improvement.
- Foster Productive and Supportive School Board and Division Staff Relations [DOI]
- MTSS [Student Services] Implement a system of effective and efficient MTSS practices that school staff consistently implement across the division.
- Innovation [Student Services] Planned school construction and renovation to include functional independent learning lab facilities in all MS + HS.
- Whole Child [Student Services] Create the conditions for learning by supporting all academic, social-emotional, behavioral and health needs.
- Plan for Facilities Updates Across the School Division [Support Services] Lifecycle planning for schools.
- Improve Energy Efficiency [Support Services] LCPS is a recognized leader in the area of Energy Conservation.
- Enhancing the Built Learning Environment [Support Services] Scaling instructionally-based changes to all furniture and physical learning spaces.

To Consider:

- What feels good/authentic/right about what’s here?
- What feels odd/out of place/wrong about this set of aligned actions?
- What feels like it might hit on the right content/idea but still needs finesse in its language?
- What is missing that should be added?

NOTE: Draft content as presented during the Senior Staff Working Session on March 17, 2022. Included here for reference only.
Empowering all students to make meaningful contributions to the world.

| Mission |
|-----------------|-----------------|-----------------|-----------------|
| **Empowered Students** | **Enabled Staff** | **Engaged Community** | **Enriched Division** |
| We prepare our students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors. | We cultivate a high-performing team of professionals committed to realizing our mission and goals. | We build meaningful relationships with families and community to enhance our excellence as trusted partners in education. | We commit to maintaining an inclusive, safe, caring, and challenging learning environment as the foundation for student growth. |

### Strategic Goals

#### Empowered Students
- Academic excellence and rigor
- Individualized pathways to success
- College and/or workforce readiness
- Quality literacy instruction
- Accessible specialized programming
- Inclusiveness for all (e.g., EL students, special education students)
- Mental health resources

#### Enabled Staff
- World-class staff at all levels
- Prepare staff to challenge students
- Quality staff support resources (e.g., mental health, benefits, PR)
- Consistent discipline practices
- Remain employer of choice
- Promote motivation from students (versus other incentives)
- Teacher reimbursement for advanced coursework

#### Engaged Community
- Build trust with parents/families and business partners
- Engage parents/families as partners in education
- Involve community stakeholders in key decisions/actions
- Implement new school-business partnerships to give students real-world experiences and opportunities
- Establish a centralized customer relationship management system
- Create accessible opportunities for feedback/dialogue at all levels

#### Enriched Division
- Clear and unified division culture
- Culture of belonging
- Culture of continuous improvement (e.g., program offerings, data systems, CRM)
- Shared buy-in of strategic plan (understanding, support, belief)
- Plan for facilities updates across the division
- Transparent fiscal stewardship
- Improve energy efficiency

### Proposed Action Ideas

- [Disaggregated] Data-Driven Decision-Making
- Equity
- Innovation
- Two-Way Communication
- Aligned Leadership

### Cross-Cutting Action Ideas

- Equity
- Innovation
- Two-Way Communication
- Aligned Leadership

### NOTE:
Draft content as presented during the Senior Staff Action Planning [Virtual] Kickoff on March 2, 2022. Included here for reference only.
Driving Toward Action

Snapshot of the development path from emerging themes to aligned actions and measures

**STUDENTS**

Enhance available program offerings for gifted education.

**STAFF**

Implement a multi-tiered professional learning plan.

**COMMUNITY**

Expand community access to available data.

**DIVISION**

Enable meaningful assessment of division progress.

**CORE BELIEF:** A culture of continuous improvement drives the fulfillment of our mission.

---

**Emerging Themes**

- Refine gifted education program offerings to ensure that students with advanced academic abilities from all student subgroups receive curriculum and instruction commensurate with their abilities.

**Strategic Goals**

- LCPS will develop and implement a five-year division professional learning plan to provide high quality, ongoing, and job-embedded professional development pertaining to teaching and learning to meet the goals of the LCPS Strategic Plan.

**Strategic Actions Ideas**

- LCPS will develop and implement an assessment and internal accountability framework to measure student outcomes regarding knowledge, competencies, and dispositions and to guide the ongoing work of the division.

**Aligned Actions**

- LCPS will develop and implement an assessment and internal accountability framework to measure student outcomes regarding knowledge, competencies, and dispositions and to guide the ongoing work of the division.

**Measures**

- Modify EDGE program to increase access to gifted education for historically underrepresented students.

Illustrative examples as pulled from Vision 2020 Strategic Planning Process

**NOTE:** Draft content as presented during the Board working session on February 23, 2022. Included here for reference only.
Bringing It All Together
Mapping themes and priorities to develop a strawman

Enable Authentic Success for All Students
- Specialized Programming
- Early Education/Literacy
- Academic Excellence
- Diverse Pathways to Student Success
- Mental Health Resources

CORE BELIEF: An inclusive, safe, caring, and challenging learning environment serves as the foundation for student growth.

STRATEGIC GOAL: Deliver effective and efficient support for student success.

STRATEGIC GOAL: Develop knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.

Empower World-Class STAFF with End-to-End Support

End-to-End Teacher Support

STRATEGIC GOAL: Cultivate a high-performing team of professionals focused on our mission and goals.

Empower a Unified and Inclusive DIVISION Culture

- Division Culture
- Equity
- Growth Support
- Inclusiveness for All
- Aligned Leadership
- Innovation

CORE BELIEF: A culture of continuous improvement drives the fulfillment of our mission.

Elevate Enriched COMMUNITY Stewardship

- Two-Way Communication
- Data-Driven Decision-Making
- CRM
- Energy Efficiency

CORE BELIEF: Strong partnerships with families and our community enhance our excellence.

CORE BELIEF: Transparency and good stewardship of resources strengthen public trust and support.

NOTE: Draft content as presented during the Board working session on February 23, 2022. Included here for reference only.