



ONE LCPS | 2027

STRATEGIC PLAN FOR EXCELLENCE

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Message from Division Leadership

Dear Loudoun County Community,

Loudoun County Public Schools (LCPS) is proud to deliver this new Strategic Plan as a foundational tool that will provide high-level direction for our school division over the next five years.

Our plan aims to:

- Articulate a shared set of core beliefs;
- Establish common goals;
- Prioritize and align our work; and
- Hold ourselves accountable to all LCPS students.

Students are at the center of our work, now more than ever – above all else, we seek to ensure that every LCPS student is prepared to achieve their dreams and empowered to make meaningful contributions to the world. We are committed to building on the rich history and long-standing successes in our schools and are excited to see this document come to life with your help over the coming weeks, months, and years for the benefit of all students across the division.

This Strategic Plan will be a living document – we will revisit its contents to adjust, as needed; whether in accordance with changes in state policy or evolving local priorities. We will do everything we can to make sure our work continues to reflect the diverse needs of our students, families, and community.

We believe that together, as **One LCPS**, our families, staff, division, and community can ensure that all students are able to pursue and achieve their full potential. It is with this mindset that we share our new Strategic Plan: accountable to our families and community, proud of our staff and schools' commitment to excellence and equitable opportunity for all, and excited for the limitless potential of our students.

Yours in Service,

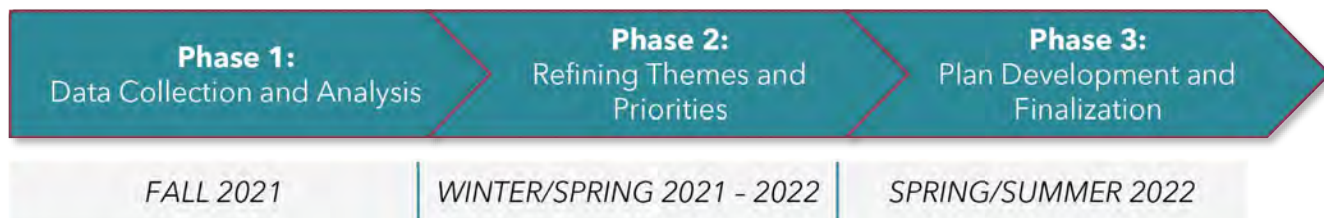
Jeff Morse, Board Chair
Ian Serotkin, Board Vice Chair

Dr. Scott A. Ziegler, Superintendent



Strategic Planning Process Overview

A phased approach to layered engagement of Board, Staff, and community members has driven an inclusive and data-driven strategic planning process.



During the summer of 2021, the LCPS School Board in partnership with the Superintendent engaged in a comprehensive search and interview process before selecting RTI International to facilitate the process of developing and implementing a new, community-driven strategic plan to guide the division over the next five years. RTI is an independent, nonprofit research institute dedicated to improving the human condition - with vast expertise partnering alongside school districts to conduct an inclusive and data-driven strategic planning process through their Center for Education Services.

Throughout the fall semester, **Phase One** of the planning process focused on information gathering to ensure a foundational understanding of the current state of the division from which to build. This listening and learning period consisted of high-level data review and analysis, as well as a series of stakeholder engagement activities including informational interviews with School Board members and focus groups with multiple advisory committees. These conversations and initial data-gathering efforts revealed a number of emerging themes that went on to become key components of the Strategic Plan - including opportunities to expand access to specialized programming, align division culture, strengthen shared understanding of equity, rethink the division's approach to literacy instruction, enhance end-to-end teacher support, and provide open spaces for dialogue, among others.

Early in 2022, **Phase Two** planning commenced as preliminary themes and priorities were shared with the School Board and Senior Staff for feedback. This feedback then informed the creation and distribution of a community questionnaire designed to solicit reactions and insight from all LCPS parents, employees, and community business partners. More than 13,000 stakeholders completed the survey, with respondents indicating priority issue areas of focus for the new strategic plan to include: (1) ensuring that every child has the support to feel safe, happy, and cared for in school, (2) ensuring that LCPS maintains their overall quality of education as the division grows, and (3) providing a quality early education curriculum in reading and math.

Community questionnaire data informed a series of subsequent working sessions designed to review and refine an updated set of emerging priorities: in February with the School Board, March with Senior Staff, and April with Principals. Insights from these sessions helped to launch **Phase Three** of the planning process, in which an initial working draft plan - built around four central strategic goals: Empowered Students, Exemplary Staff, Enriched Division, and Engaged Community - was shared at five community town halls held across the division in mid-April. These sessions welcomed any/all community members to share their aspirations for LCPS students and reactions to the draft strategic framework through hands-on activities and small group discussion. Key takeaways from town hall discussions included a priority focus on academic rigor and instructional quality, specialized programs and elective course offerings, community and family engagement, and communications. Town hall feedback also identified an opportunity to strengthen a shared understanding of equity, while highlighting a sense that strong public trust must be established, and constituents want to feel heard and valued.

Additional revisions to the draft strategic plan incorporating community feedback from the town hall sessions were again reviewed by the School Board and Senior Staff at a working session in May, where division leaders worked together to suggest further refinements to proposed strategic goals, aligned actions, and supporting measures.

This Strategic Plan will serve as a guidepost for our work. Additionally, we expect the plan to remain a living document over the next five years, allowing us to adapt specific supports, as needed, while remaining fixed on our strategic goals for students. Specific baselines and annual targets for all included measures will be established in the summer/fall of 2022. As part of a commitment to open communication and information sharing, LCPS Senior Staff will present regular Strategic Plan progress updates to the School Board and the public during scheduled Board meetings, with an annual presentation of division performance toward goals to be delivered each August.



Key Terms for Shared Understanding

Why definitions? *Having a common set of language is vital to building shared knowledge and trust. This section of the strategic plan is designed to align understanding – from which to encourage open dialogue – for select terms of primary importance in achieving the LCPS mission and vision.*

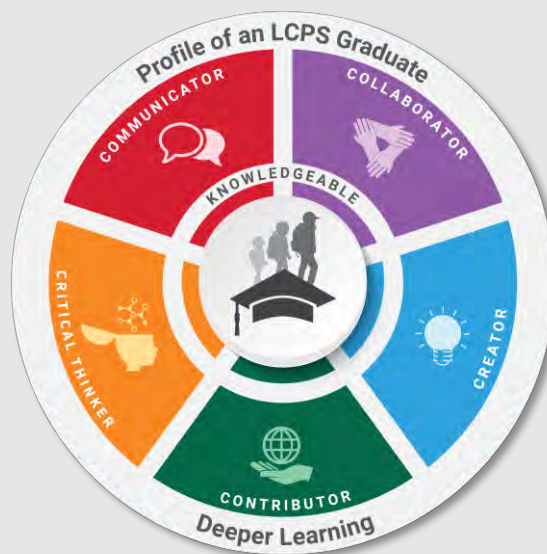
Term	LCPS Definition
Culturally Responsive Instruction	A student-centered approach to instruction that respects and affirms all student cultures. It is sustained through reflective and inclusive practices, as well as high expectations for every student.
Deeper Learning	The process through which the learner becomes capable of applying what is learned in one situation to new situations. The heart of this process is engaging students in solving authentic, challenging problems.
Division	A geographic area over which a school board has jurisdiction; similar to “districts” in other states, LCPS is one of 132 school <i>divisions</i> in Virginia.
Equality	Providing everyone the same resources, supports, and services no matter the circumstance, experience, readiness, or need.
Equity	Providing specific resources, supports, and services dependent on individual needs, leading to greater access, opportunity, and potential for success.
Multi-Tiered System of Supports (MTSS)	An evidence-based instructional framework comprised of practices and interventions aimed at supporting the needs of each student.
Outcomes	Student <i>outcomes</i> typically refer to either (1) the desired learning objectives or standards that schools and teachers want students to achieve, or (2) the educational, societal, and life effects that result from students being educated.

Term	LCPS Definition
Profile of a Graduate	The LCPS Profile of Graduate describes the knowledge, skills, experiences and attributes that each student must attain to be successful in college and/or the work force and to be "life ready." [See below graphic for reference]
Rigor	The level of thinking and kind of thinking required of students to successfully engage with and solve an instructional or assessment task.
Social and Emotional Learning (SEL)	The process through which students acquire and apply the knowledge, skills, and attitudes to develop healthy identities, manage emotions and achieve personal and collective goals, feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions.
Specialized Program or Academies	<i>Specialized programs or academies</i> are any programs that are not part of the standard approved program of studies, or which deviates from standard curriculum practices by the division (e.g., Academies of Loudoun, International Baccalaureate, world language immersion programs).

Student-focused Commitment

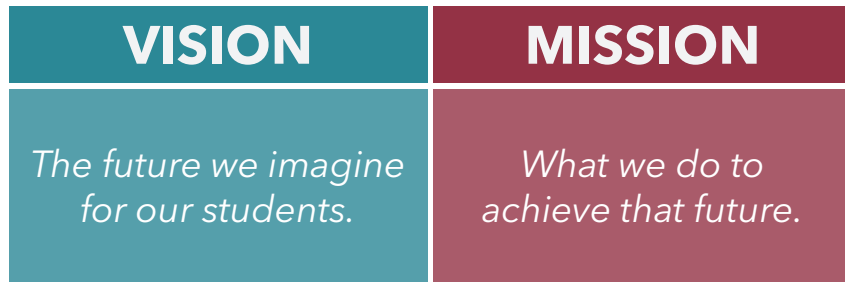
Building off LCPS's work to define the **profile of a LCPS graduate**, the plan on the following pages lays out priorities and actions including for the staff, the division, and the community. All our work is and will be tested against this core question: **Does this work support our students, their learning, and their future success?** As LCPS begins to do the work outlined, we will test all our decisions against this criteria. Students, their dreams, and their future are why we exist.

Profile of a Graduate



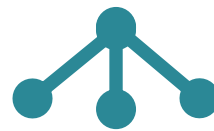
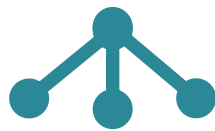
Strategic Framework Explained

The below graphic is intended to clarify both the definition of and relationship between all key components included within the LCPS strategic plan.



STRATEGIC GOALS

The most important priorities to achieve our mission and vision.



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

MEASURES: Tangible metrics to assess progress toward goals.

Final metrics will be brought to the LCPS board for approval in the fall of 2022.

LCPS Strategic Plan 2022 - 2027 | At A Glance

ONE LCPS

Our Vision: Every student will reach their full potential and achieve their dreams.

Our Mission: Empowering all students to make meaningful contributions to the world.

Strategic Goals

Empowered Students

***Students** will be at the center of our work - valuing all students' hopes and dreams and preparing them to make meaningful contributions to the world.*

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

Exemplary Staff

***LCPS teachers, administrators, and staff** are the most important factor in helping our students after their parents; seeing that staff are esteemed, exemplary, supported, and accountable is vital to student success.*

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

Enriched Division

***LCPS** must be aligned around our core educational mission for students and strengthen trust, listen humbly, value differences, and remain steadfast in ensuring every student is prepared to make meaningful contributions to the world.*

GOAL 3: Maintain an inclusive, safe, caring, and rigorous learning environment as the foundation for student growth.

Engaged Community

***Parents, families, and our community** must be a support, guide, ally, and partner; there is no one more deeply invested in the success of students than their families.*

GOAL 4: Enhance educational excellence through building meaningful relationships with families and the community.

Core Values



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.



TRUST THROUGH LISTENING

All students, staff, and community members should have regular opportunities to be heard in two-way conversations across the division.

RIGOROUS TEACHING AND LEARNING

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 division in the nation.



INDIVIDUALIZED SUCCESS

All unique strengths, skills, and passions should be celebrated, encouraging diverse pathways that support readiness after graduation.



CONTINUOUS IMPROVEMENT

A culture of continuous improvement should drive the fulfillment of our mission.





GOAL 1 - EMPOWERED STUDENTS: *Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.*

- (1.1) Enable **Core Academic Excellence** by providing rigorous instruction for all students.
- (1.2) Expand opportunities for **Multiple, Accessible Pathways to Success** through diverse programming.
- (1.3) Prioritize **Care for Students** by ensuring a safe and affirming learning environment for all.
- (1.4) Create regular opportunities to amplify **Student Voice** through both listening and action.



GOAL 2 - EXEMPLARY STAFF: *Cultivate high-performing teams of professionals committed to realizing our mission and goals.*

- (2.1) Offer high-quality, **Ongoing Growth and Development** available to all staff.
- (2.2) Develop dedicated resources to improve **Professional Collaboration** across schools and the division.
- (2.3) Serve as an **Employer of Choice** committed to recruiting, developing, and supporting top diverse talent.



GOAL 3 - ENRICHED DIVISION: *Maintain an inclusive, safe, caring, and rigorous learning environment as the foundation for student growth.*

- (3.1) Define and promote an **Aligned Culture** across the division where all students feel they belong.
- (3.2) Standardize **Straightforward Communication** practices to improve data sharing and strengthen trust.
- (3.3) Create **Safe, Productive Learning Environments** designed to support high-quality instruction for all.



GOAL 4 - ENGAGED COMMUNITY: *Enhance educational excellence through building meaningful relationships with families and the community.*

- (4.1) Deepen **Family Engagement** by offering inclusive opportunities for conversation across the division.
- (4.2) Strengthen existing and create new **Business and Community Partnerships**.
- (4.3) Expand opportunities for **Trust-building Dialogue and Data** sharing to inform division-wide decisions.

NOTE: Progress toward all strategic goals and aligned actions listed above will be reviewed, assessed, and reported to both the School Board and the public via regular updates, with an annual goals presentation each fall.





GOAL 1 - EMPOWERED STUDENTS: *Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.*

ACTION 1.1 - Core Academic Excellence

Enable **student academic excellence** by providing rigorous and culturally-responsive instruction to develop all students as knowledgeable critical thinkers, creators, communicators, collaborators, and contributors.

STRATEGIES:

- Use the **LCPS Profile of a Graduate** (content knowledge and 5 Cs, above) to drive instructional and curricular decision-making
- Provide **rigorous** and **culturally responsive instruction** to ensure deeper learning
- Implement **evidence-based literacy instruction** across the division
- Develop a **balanced assessment system** to provide timely, meaningful data to improve the quality of a student's education

ACTION 1.2 - Multiple, Accessible Pathways to Success

Expand **student access** to participate in specialized educational opportunities

STRATEGIES:

- Develop **accessible specialized programming** (e.g., Academies of Loudoun, International Baccalaureate, career and technical programs, language immersion programs, fine arts programs)
 - Develop **targeted supports to prepare students to access specialized programming** (e.g., goal-setting, academic counseling, acceleration support)
 - Revise the **program of studies** to expand electives and new course offerings based on student interests and workforce demands
 - Develop college and workforce readiness through **enhanced transition programming** for students with disabilities
-



GOAL 1 - EMPOWERED STUDENTS: *Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.*

ACTION 1.3 - Care for Students

Ensure a **safe and affirming** learning environment for all students by implementing a system of supports to address their academic, behavioral, and social-emotional needs.

STRATEGIES:

- Implement a **multi-tiered system of supports** (MTSS) to both ensure all students receive high-quality core instruction and, as necessary, differentiate based on individual needs
- Implement a **Culturally Responsive Framework** that guides school climate, instruction, and ensures high expectations for all
- Provide **social and emotional learning and mental health, nutrition, and wellness services** for all students
- Cultivate an inclusive environment by providing **high-quality, specially-designed instructional opportunities** to meet unique needs (e.g., students with disabilities, economically disadvantaged students, English learners, gifted learners)

ACTION 1.4 - Student Voice

Create **regular opportunities to hear and act** on student interests, experiences, and dreams.

STRATEGIES:

- Conduct **review of co-curricular and extracurricular activities** for emphasis on access and inclusiveness for all (K - 12)
- Develop balanced **listening structures** (sessions, advisories, programs) with students to inform the design of their educational experiences in LCPS
- Administer **annual student survey** and use data to inform decision-making in schools and across the division
- Establish and implement **consolidated annual report capturing student feedback** to inform system-wide priorities



GOAL 2 - EXEMPLARY STAFF: *Cultivate high-performing teams of professionals committed to realizing our mission and goals.*

ACTION 2.1 - Ongoing Growth and Development

Offer **high-quality professional learning, coaching, mentorship, and leadership development**; including emphasis on core academic excellence, special education and English language learners.

STRATEGIES:

- Provide high-quality, strategically-aligned **professional learning and coaching** for all staff
- Develop **leadership capacity** through professional development and learning experiences at all levels across the division
- Build a **growth-based mindset** related to special education and English language learners for all staff
- Provide structured, job-embedded **mentoring and onboarding** for all staff
- Develop and refine **career-advancement pathways and growth opportunities** as a means of valuing and retaining staff

ACTION 2.2 - Professional Collaboration

Develop dedicated resources to **connect and align staff across the division** to ensure schools offer equitable opportunities for all students.

STRATEGIES:

- Support a culture of collaboration through highly effective **collaborative learning teams** for instructional staff
- Develop **standard operating procedures** for internal processes and collaboration (e.g., email communication, knowledge management/sharing)
- Develop dedicated resources and supports to **connect and align school leaders** (e.g., best practice sharing, collaborative planning) to strengthen quality instruction across LCPS

GOAL 2 - EXEMPLARY STAFF: *Cultivate*

high-performing teams of professionals committed to realizing our mission and goals.



ACTION 2.3 - Employer of Choice

*Serve as an employer of choice committed to **recruiting, developing, supporting, and retaining** top diverse talent while also offering competitive salaries and benefits for all staff.*

STRATEGIES:

- Ensure **competitive salaries** and **benefits**
 - **Recruit, develop, and retain** top diverse talent
 - Implement intentional **logistical and operational onboarding** to ensure all new staff are setup for success
 - **Elevate and value staff** through employee recognition opportunities, programs, and events
-



GOAL 3 - ENRICHED DIVISION: *Maintain an inclusive, safe, caring, and rigorous learning environment as the foundation for student growth.*

ACTION 3.1 - Aligned Culture

Define and promote a **clear and consistent division culture** where all students and families feel they belong, embodying accountability and striving for continuous improvement.

STRATEGIES:

- Regularly **provide updates to the public** on progress toward Strategic Plan goals
- **Sustain existing and build new advisory groups** to strengthen collaboration and communication (e.g., MSAAC, SEAC)
- Develop and communicate **common language** to improve shared understanding across the division
- Build a culture of **continuous improvement**

ACTION 3.2 - Straightforward Communication

Standardize and coordinate **division-wide communication practices**, to improve data sharing and decision-making and to strengthen relationships and trust at all levels of division leadership.

STRATEGIES:

- **Standardize and coordinate** division communication practices (e.g., website, newsletter, social media)
 - Develop and communicate **standard reporting expectations** coming out of all listening sessions (e.g., student, staff, community)
 - **Optimize productive Board and Staff** relations
 - **Audit external and internal** communication processes
-



GOAL 3 - ENRICHED DIVISION: *Maintain an inclusive, safe, caring, and rigorous learning environment as the foundation for student growth.*

ACTION 3.3 - Safe, Productive Learning Environments

Ensure ***schools and classrooms*** across the county support high-quality instruction and the safety of every person.

STRATEGIES:

- Develop and implement **facilities lifecycle planning** for all schools
 - Create or ensure **physical learning spaces that meet the instructional needs** of our students
 - **Modernize facilities to improve safety and security** through strategic renovation and new technology
 - **Improve energy efficiency** across the division
-



GOAL 4 - ENGAGED COMMUNITY: *Enhance educational excellence through building meaningful relationships with families and the community.*

ACTION 4.1 - Family Engagement

Deepen **relationships** with LCPS families by offering inclusive opportunities for community conversation across the division, especially around topics and practices where perspectives differ.

STRATEGIES:

- Develop balanced **listening structures** (sessions, advisories, programs) with families and community members to inform the educational experiences of all LCPS students
- Create a working group across schools dedicated to developing **system-wide family engagement best practices**
- Plan for inclusive family and community dialogue with **English language learner families**
- Update and streamline resource/information-sharing practices to improve communication with **new families in LCPS**

ACTION 4.2 - Business and Community Partnerships

Strengthen existing and create new **business and community partnerships**.

STRATEGIES:

- Expand, recognize, and promote **business and community partnerships**
- Strengthen partnerships with **school support organizations** to expand available resources for students and increase community investment in schools
- Recruit business partners to provide **real-world experiences for students** to advance the LCPS Profile of a Graduate



GOAL 4 - ENGAGED COMMUNITY: *Enhance educational excellence through building meaningful relationships with families and the community.*

ACTION 4.3 - Trust-building Dialogue and Data

Expand **opportunities to involve community stakeholders** in making key decisions for LCPS; improve access to information via enhanced transparency in budget and policy as well as increased investment in language services.

STRATEGIES:

- Involve **community stakeholders in key decisions** and proactively share information in the early stages of policy-making
- **Enhance community access to information** including intentional investment in language services
- **Adopt a regular cadence to review key outcomes metrics** as reported to the School Board