

**Policy Type: Board/Superintendent Relationship**

**Monitoring Superintendent Performance**

***LAKE COUNTY SCHOOL DISTRICT STRATEGIC PLAN GOALS***

(this section to be updated annually to reflect Board Strategic Priorities and Superintendent goals)

**Board Strategic Priority 1.** Ensuring all students stay on or above grade level each year and graduate prepared to successfully implement a plan for college or career. Every day, we are college and career-ready.

**Superintendent Goal: Build systems to improve student academic growth and achievement.**

**Potential Year 1 Action Steps:**

- Ensure that all schools are using data and planning cycles to adapt Tier I instruction to meet a diverse range of student needs.
- Ensure that all schools are using data, planning cycles and daily schedules to identify and serve students who need Tier II and Tier III intervention.

**Multi-Year Outcomes:**

- Improvements in percentage of students demonstrating sufficient growth on local assessments in ELA and math.
- Median Growth Percentile improvement on state assessments in ELA and math.
- Improvements in percentage of students on or above grade level in reading and math, measured through local and state assessments.
- Maintain or improve graduation rates and post-graduation plans (e.g., matriculation).

**Examples of Evidence:**

- School-wide local and state assessment data on student progress, broken down by subgroups.
- Reports on the implementation of data and planning cycles across all schools.
- Progress toward improving student outcomes in targeted groups (e.g., multilingual learners, students qualifying for free or reduced lunch).
- Graduation rates and matriculation data.

**Board Strategic Priority 2.** Providing all students with engaging learning opportunities. Rigor and engagement are everywhere.

**Superintendent Goal: Create a culture of performance that improves student engagement and sets consistent, high expectations.**

**Potential Year 1 Action Steps:**

- Complete strategic direction work at Lake County High School to further develop a clear plan for college and career course progressions and pathways.
- Pursue funding for attendance systems work at Lake County High School.
- Use school-level improvement plans (PM Tools) to identify highest leverage action steps to increase engagement and set high expectations for students (i.e. engagement strategies, common classroom expectations).
- Engage families at all levels to be involved in their children's learning and academic success through frequent outreach and communication.

**Multi-Year Outcomes:**

- Improvement in percentages of students reporting sense of belonging, engagement at school according to student engagement surveys.
- Improvement in percentages of parents reporting involvement in their student's learning and academic success.
- Improvement in attendance data (reduction in chronic absenteeism)

- Increase in number of students completing industry credentials.
- Increase in number of students matriculating to a post-secondary option.

**Examples of Evidence:**

- Survey results from students on their engagement levels and perception of learning opportunities.
- Survey results from parents on being engaged in their student's learning and academic success.
- Classroom observations on common classroom expectations
- Classroom observations or school improvement plans demonstrating the implementation of engagement strategies.
- Attendance data.
- Concurrent enrollment and career pathways enrollment and completion data.
- Matriculation data.
- Parent outreach and communication data.

**Board Strategic Priority 3.** Creating a space that is safe, inclusive, and welcoming for all. Diversity and culture make us better.

**Superintendent Goal: Create an organizational culture that evaluates and seeks to improve employee morale and retention, student sense of belonging and parent satisfaction.**

**Potential Year 1 Action Steps:**

- Identify the top priorities of staff for improving culture, morale and trust as measured by a baseline (fall) and end of year staff survey.
- Work closely with LCEA and AFSCME to complete successful negotiations cycles.
- Implement changes to HR systems to improve retention and allow for earlier hiring cycles.
- Hold quarterly Town Hall meetings for staff to engage with leadership and ask questions.
- Identify the top priorities for improving student experience, safety and sense of belonging by funding and implementing student engagement surveys to establish baseline data by the end of the year.

- Identify the top priorities for improving parent success and satisfaction by funding and implementing a parent survey to establish baseline data by the end of the year.

**Multi-Year Outcomes:**

- Improvement in staff survey results regarding culture, morale and trust.
- Increased retention / reduced turnover rates.
- Completion of hiring earlier in the year.
- Fewer mid-year vacancies.
- Improvement in student engagement survey results.
- Improvement in family survey results.

**Examples of Evidence:**

- Baseline and end-of-year results from staff culture surveys measuring improvements in morale, trust, and work environment.
- Turnover data
- Hiring data
- Baseline and end-of-year results from student engagement surveys.
- Baseline and end-of-year results from family surveys.

**Board Strategic Priority 4.** Planning and executing the capital and human capital investments that will make our district better. We plan for the future.

**Superintendent Goal: Return the district to financial health and stability.**

**Potential Year 1 Action Steps:**

- Pursue a mill levy override to generate additional operating revenue.
- Sell assets to generate funding to support cash flow and consolidation.
- Present a balanced budget for FY26.

- Develop a five-year financial plan for the school district.
- Develop a five-year facilities plan for the district.
- Develop a plan to consolidate LCIS and LCES no later than 2026.
- Convene the Finance and Facilities Committees.

**Multi-Year Outcomes:**

- Provide all staff with salary increases.
- Improve the performance of the health insurance fund / program.
- Reduce discrepancies in budget to actuals (+/- 1% for revenue, +/- 3% for expenditures)
- Implement robust forecasting, budgeting and tracking systems.
- Implement staffing plans to ensure qualified and adequate staff are in place to meet student needs.
- Implement facilities, capital planning and preventative maintenance plans and schedules.

**Examples of Evidence:**

- Passage of a mill levy override.
- Monthly, quarterly and annual budget documents.
- Financial audits.
- Board approval of a balanced budget for FY26.
- Five-year financial and facilities plans presented and adopted by the board.
- Reports on recruitment and retention strategies.
- Reports from stakeholder committees.

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LAKE COUNTY SCHOOL DISTRICT R-1, LEADVILLE, COLORADO