



LAKEWOOD  
CITY SCHOOLS



# Lakewood City School District

## STRATEGIC PLAN

*Providing Quality Education  
for the 21st Century*

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# MISSION

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**In partnership with our families and community, Lakewood City Schools will develop responsible citizens, who are critical and creative thinkers, committed to life-long learning, invested in a diverse society, and prepared for technological and global opportunities.**

## CENTRAL OFFICE ADMINISTRATION

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**Superintendent – Maggie Niedzwiecki**

**Assistant Superintendent – Christine Palumbo**

**Treasurer – Kent Zemen**

**Director of Teaching and Learning – Steven Ast**

**Director of Student Services – Lisa Bruening**

**Communications and PR Coordinator – Christine Gordillo**

**Director of Human Resources – Jeff Schlade**

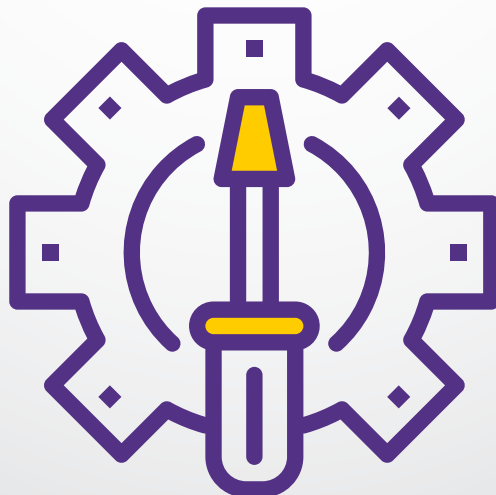
**Director of Operations – Christopher Donahoe**

**Director of Information Technology – Brent Kallay**



## Goal #1

# Academic Achievement and Technology



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# Goal #1

## Objectives

**01**

**Advance curriculum and pedagogy development to further magnify the real-world application of content; purposefully infuse the competencies ascribed in the Vision of a Lakewood Graduate into daily classroom practice.**

**02**

**Continue to partner with and strengthen the connection with local and regional businesses, organizations, universities and nonprofits to create student internship and mentorship programming options; utilize community resources to more deeply impact student learning.**

**03**

**Design and implement a district technology integration plan which focuses on the utilization of technology as a transformative creation, advancement and connection tool.**

**04**

**Review and create a life-cycle management plan for all district technology, in use by staff and students; including all aspects of cyber security; create training regarding any cyber events and necessary reporting of cyber events that are of concern.**



## Goal #2

# Climate, Culture and Wellness



# Goal #2

## Objectives

- 01** Engage a district committee to study the distribution of services from students with special needs to gifted education paying close attention to the amount of time and resources given to all students including students who are not receiving any specialized services.
- 02** Examine and create positive behavior models while providing resources and training to assist staff and students who face difficult student challenges and circumstances; ensure consistent application of disciplinary policies for all students.
- 03** Advance school spirit through proactively planned activities and experiences; create consistent opportunities to display district pride and to celebrate student and staff accomplishments; intentionally and purposefully communicate these accomplishments both internally and to all external stakeholders in the school community.
- 04** Through continued discussion with staff, examine the authentic use of the initiative that focuses upon staff morale and the establishment of a “A Year of Appreciation” for the certified, classified and administrative personnel; continue and expand on the purposeful systems for the celebration and development of staff members to advance morale and culture building to retain quality employees.
- 05** Facilitate ongoing targeted professional development opportunities for staff related to student and staff mental health and wellness best practices.
- 06** Create a wellness task force to study comprehensive student experience, including access to school counselors and other mental health professionals, balanced and healthy achievement expectations and student support services coordination with families and staff members, and communicate these services to the students, staff, and community.
- 07** Review all aspects of physical security throughout the district; recommend changes to policy and application of best practice strategies; ensure consistent application of security protocol/procedures for district buildings and district events.



## Goal #3

# Communications





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## Goal #3

### Objectives

**01**

**Develop clear and consistent expectations for all forms of internal staff communications so that each building level/department receives consistent and timely updates; ensure all staff members are knowledgeable and informed regarding important district information, so that they can confidently act as stewards of the district's vision and decisions; enhance protocol and workflow to establish consistent delivery of critical information.**

**02**

**Create a two-way communication process that allows the certified and classified staff to interact with the administration. Consider how staff concerns are addressed and then communicated to all staff members.**

## Goal #4

# Human Resources and Business Operations



# Goal #4

## Objectives

**01**

**Perform like-district compensation and fringe benefit package audit paying particular attention to paraprofessionals; ensure competitive compensation to recruit and retain top talent.**

**02**

**Implement a system of teacher, support staff and substitute recruitment to obtain the highest quality, diverse professional staff.**

*For consideration: Employee permanent building substitutes to recruit and retain high quality individuals.*

**03**

**Create educational opportunities for citizens and stakeholders to further understand district budgets and outside factors like community expansion/development that impact district finances and future sustainability.**



## Goal #5

# Curriculum and Professional Development



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## Goal #5

### Objectives

**01**

**Provide continuing professional development opportunities aimed at advancing traditional teaching practices; establish district-wide standards for best-practice instructional methods PreK-12; consider the use of outside resources and staff input prior to planning and implementing professional development.**

**02**

**Create a user-friendly, infographic dashboard shared on the website to communicate financial status to employees, community and stakeholders.**



## Goal #6

### Extra-Curriculars -Athletics, Arts and more





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# Goal #6

## Objectives

**01**

**Analyze current and future enrollment trends, as well as student athletic and extracurricular participation, to make strategic decisions with regards to the district's involvement in community extra-curricular partnerships.**

**02**

**Determine the capacity of the recreation department, explore the role the recreation department should play in the supervision and operation of community youth sports; develop a plan to be more purposeful in the infusion of community and district initiative. Use this structure to market the district and position it to increase enrollment through sports and rec.**

**03**

**Identify and clarify the funding sources and structure in place to help manage and oversee the current 24 sports programs. Provide guidance and professional development for coaches to ensure the safety, security, and growth of all of the youth programming. Promote the positive results of youth sports through all district and city channels.**

## Goal #7

# Diversity, Equity, Inclusion and Belonging



Photo Credit: Alex Belisle



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# Goal #7

## Objectives

**01**

**Actively seek and recruit culturally diverse staff members to better reflect the Lakewood student population and the Lakewood community.**

**02**

**Audit district curriculum materials to ensure student access to culturally competent materials and instruction; develop course materials to increase student exposure to global cultures and diverse peoples.**

**03**

**Continue to grow and expand your current Diversity, Equity, Inclusion and Belonging (DEIB) task force to include parents, students and community members. To assist the in the continued development of a district diversity vision and action plan; ensure district policies promote inclusion and equity of underrepresented groups.**