

**Livingston Educational Service Agency
Strategic Plan
Adopted: May, 2012**

Vision

LESA will be a premier educational service agency.

Mission

LESA provides highly valued service through leadership, innovation and collaboration.

Guiding Principles

Service for students is our highest priority. To this end we are committed to the principles of:

- **Collaboration:** Working together to achieve a common goal through positive and professional partnerships
- **Communication:** Seeking and valuing input from many sources; sharing information in a transparent way
- **Continuous Improvement:** Supporting intentional and individualized professional development at all levels; promoting instructional practices that encourage improved educational outcomes
- **Innovation:** Promoting new approaches to improve service, efficiency and quality
- **Integrity:** Doing the right thing for the right reason; demonstrating ethical and moral behavior
- **Leadership:** Supporting others to unleash their potential to positively impact the greater good; cultivating the capacity of current leaders and supporting the development of future leaders
- **Respect:** Honoring the worth of others; valuing diversity
- **Sustainability:** Adapting to changing needs of the Agency, constituent districts, families, students and our community; strategically abandoning that which is no longer relevant

ACHIEVEMENT

The success of students across Livingston County is integral to the core purpose of the Livingston Educational Service Agency. LESA, in conjunction with its local districts, will provide both direct and indirect support to efforts designed to **raise achievement levels for all students** within the county. These efforts will include curriculum development, professional development that focuses on instructional best practices, and assessment designed to provide progress data to staff, students and parents. Achievement efforts must encompass general education programs, special education programs and services, early-childhood programs and career and technical education programs.

- I. **Kindergarten Readiness. *Increase the percentage of children who demonstrate the skills necessary to be successful in kindergarten.***
 - A. Continue to **strengthen relationships between and among community agencies** and school systems (pre-school and K-12).
 - B. **Improve transition for students** moving between Early On and Early Childhood programs/services (Early Childhood Special Education programs, drive-in services, Head Start, Great Start Readiness Preschool, and Great Parents, Great Start).
 - C. **Improve transition for students** moving from Early Childhood programs/services (Early Childhood Special Education programs, drive-in services, Head Start, Great Start Readiness Preschool, Great Parents, Great Start) into kindergarten.
 - D. Develop and implement **inclusive early childhood practices to ensure access** for students who are at-risk to typically developing peers.
 - E. Utilize high-quality assessments to **track student progress in LESA-operated Early Childhood programs** over time.

- II. **P-20 Educational System. *Identify programs for Livingston County that would support a P-20 (prenatal through lifelong learning) Educational System and advocate for the implementation of funded opportunities.***
 - A. Develop a 20-member **P-20 Advisory Council** consisting of a cross-section of community stakeholders.
 - B. Develop strategies to successfully **advocate for key program funding**
 - C. Facilitate the integration of age appropriate **21st Century skills** in to all aspects of the P-20 system
 - D. **Promote Science, Technology, Engineering, Math, and Medical (STEMM)** related careers on an age appropriate level throughout the P-20 system.
 - E. Develop a multi-systemic, **comprehensive system of post-secondary services** and supports for students with disabilities (SWDs).

- III. **Data-Driven Decisions. *Increase the use of assessment data to make decisions about instruction, programming, and teacher/administrator effectiveness.***
 - A. Support utilization of existing (e.g. Michigan Association of Intermediate School Administrators (MAISA), Smarter Balanced) or development of **high-**

quality common assessments to track student progress aligned to the common core.

- B. **Improve instructional practices of classroom teachers** to address the needs of ALL students.
 - 1. **Align instructional vision** of district curriculum leaders, special education leaders and LESA leaders around the supports for our students who struggle the most.
 - 2. **Initiate county formative assessment** process that focuses on ALL students and utilizes a PLC model.
 - 3. Pilot projects that **align with common core** and also address needs of ALL students.
- C. Improve organizational processes to support high-quality instructional practice.
 - 1. Investigate and discuss with Agency and district HR and curriculum leaders the data collection and classroom observation protocols used for measuring **teacher quality**.
 - 2. Develop county support model for pulling student performance data for **teacher and administrator evaluations** in conjunction with state policy expectations

IV. Data to Improve Instruction. Use data to improve instructional practices to address the needs of ALL students through professional development (PD) opportunities.

- A. Facilitate access to professional development in the content areas to support a countywide strategic rollout of the **Common Core State Standards (CCSS)** that focuses on **improving instructional practices**.
- B. Increase use of **Instructional Consultation Team (ICT) problem-solving approaches** and collaboration between teachers with LESA staff **to improve instructional practices**
- C. **Explore educator beliefs** about student subgroups.
- D. Build a **template for professional development** that establishes a common expectation that all students can achieve at high levels.

COMMUNICATION AND ADVOCACY

The Livingston Educational Service Agency advocates for, and on behalf of, all of the public schools, families and students located in Livingston County. This includes a communication system, which provides **consistent, meaningful information about available services** and the successes of the service agency, local school districts and Livingston County students in general. Additionally, LESA plays a significant role in **advocating for the interests of schools and students in Livingston County** with local, state and county elected officials.

V. COMMUNICATION AND ADVOCACY: Enhance the perception of public education in Livingston County and statewide by serving as a lead advocate at

the state and local levels.

- A. Develop a **countywide communication plan** that targets both internal and external stakeholders.
- B. Utilize organizations such as Advantage Livingston and Center for Michigan to **improve the quality and perception of public education** in Livingston County
- C. Conduct purposeful outreach to **elected officials** at the state and local level.
- D. **LESA is appropriately represented** in statewide organizations.

LEADERSHIP

The Livingston Educational Service Agency **provides leadership and service to maximize the effectiveness and efficiency of public education** in Livingston County.

VI. Leadership Development. *Provide countywide leadership for school boards as well as current and potential future administrators to create a pipeline of future leaders in Livingston County.*

- A. Provide **quarterly professional development opportunities** for Livingston County Association of **School Boards (LCASB)** members.
- B. Create purposeful opportunities to provide networking and **professional development for county administrators (and potential administrators)** on topics such as leadership, research-based instructional strategies, employee evaluation, and building positive school cultures.

VII. Employee Development. **Create systems that support new and seasoned employees to grow professionally while maintaining high expectations for employee performance and assessment.**

- A. Develop sustainable **mentoring programs** for all Agency employee groups.
- B. Develop **intern programs** that support instructional and non-instructional Agency departments.
- C. Develop individualized **professional development plans** for all Agency employees and coordinate learning opportunities.
- D. Develop **clear and consistent employee handbooks** and evaluation instrument criteria.
- E. Expand the implementation of **effective evaluation practices** and standards.