



Our Why:

Excellence in Learning. Designing the Future.

How We Do It:

At Lindbergh Schools, we are creating a better world through personalized, innovative learning experiences.

We Believe:

- 1** A well-rounded experience develops academic, social-emotional and leadership growth of students.
- 2** Collaboration among a diverse community of students, teachers, staff, families and community drives innovation and future success.
- 3** A high-quality instructional team models continuous learning for life, including post-secondary education and careers.

What: 5-Year Strategic Goals

ACADEMICS

Promote a culture of continuous improvement that supports personal and academic growth in a technological and global society.

FACILITIES

Provide safe, secure, and innovative district campuses.

RESOURCES

Optimize resources and secure funding to meet and sustain district goals as responsible stewards of taxpayer dollars.

TALENT

Recruit, support and retain a premier workforce.

COMMUNICATION

Engage the community to cultivate support, understanding, trust and confidence through open, honest communication.

About Us:

Lindbergh Schools is committed to helping students succeed not only in academics, but also in life. We prepare students for success through innovative instruction and a focus on collaboration, creativity, communication and critical-thinking. This high-quality education for all students is propelled by strong community support, and a team of excellent teachers, support staff and administrators.

We believe that a diverse community of students, employees and families contributes to an environment where all are supported and individual strengths are developed. Each year, we serve more than 7,000 students at 11 different campuses, including one high school, two middle schools, six elementary schools and two early childhood education centers. We are home to seven National Schools of Character and six National Blue Ribbon Schools.



APPENDIX A

SWOT ANALYSIS - STRENGTHS

The Strategic Plan Committee performed the following SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to support the development of the Lindbergh Schools Strategic Plan. These notes represent verbiage taken straight off of note cards used in the Committee's brainstorming.



Other comments:

- RTI
- Dedication
- Open
- Instruction
- Charitable
- Hard-working
- School spirit
- Class size
- No personal agendas from school board members
- Ready for change
- Cohesion
- PLCs
- Character/values
- Location
- Development
- High ranking
- Fine arts
- Communication
- Support and resources (IEPs)

APPENDIX A

SWOT ANALYSIS - WEAKNESSES

The Strategic Plan Committee performed the following SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to support the development of the Lindbergh Schools Strategic Plan. These notes represent verbiage taken straight off of note cards used in the Committee's brainstorming.



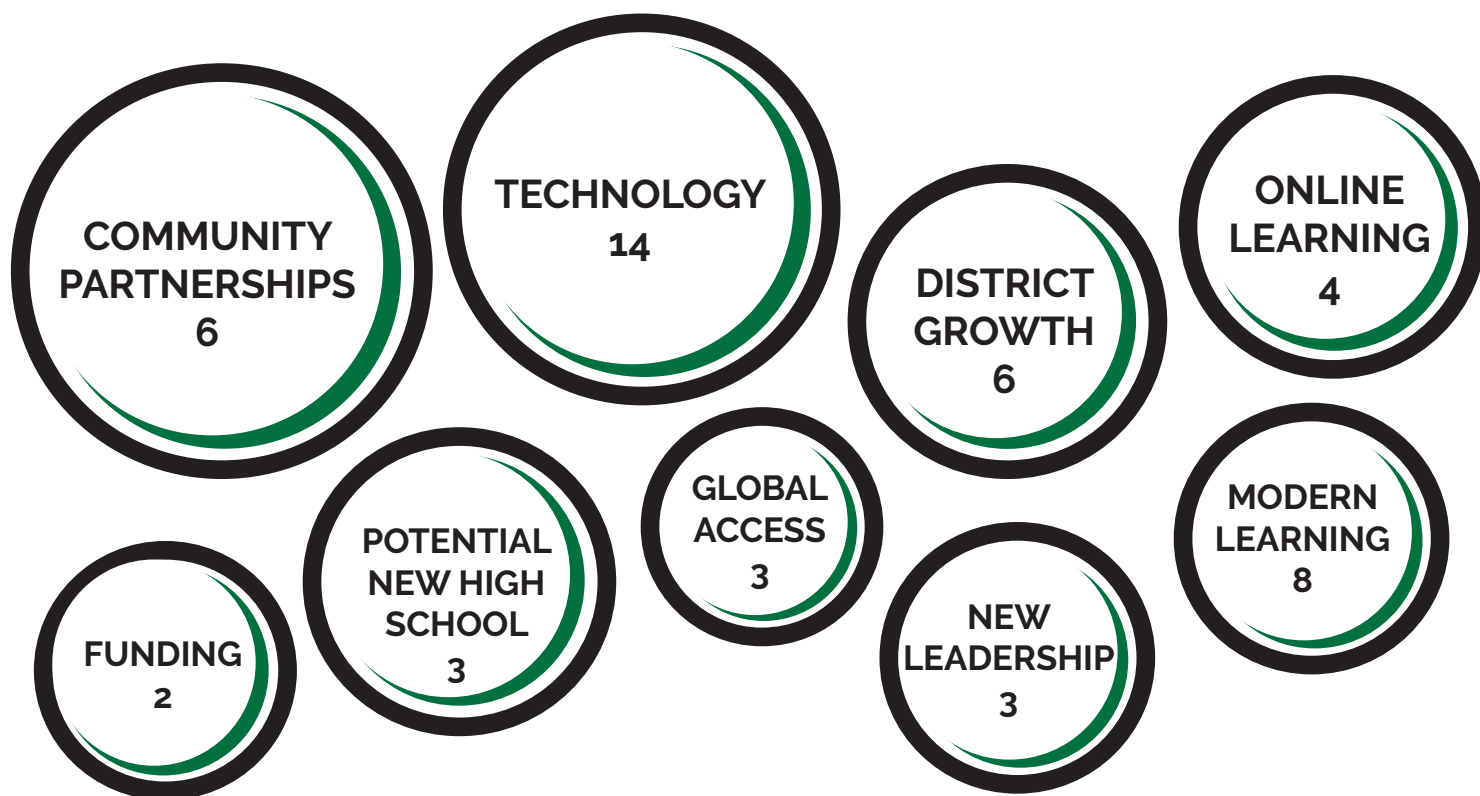
Other comments:

- No district-wide focus/event of unity that is unique to Lindbergh
- Need more instructional coaches and content specialists
- Currently more of a K-12 district than a PK-12 district
- Drill and test mindset in the classroom vs. collaboration-based learning
- Not enough time devoted to certain topics (ex. spelling)
- Large % of district homes do not send students to school
- Heavy focus on college vs. future focus
- Opportunities for "average" student or motivating learning
- Lack of a thriving business community
- "Insider"/"Outsider" problems
- No Child Left Behind mentality
- Restructuring practices
- Repeat. Piece together. Do again.
- Communication
- All schools are not equal
- Teaching to the test
- Conservative
- Discipline
- Operational efficiency
- Social and emotional learning
- Teacher retention
- Consistency
- Not on same page

APPENDIX A

SWOT ANALYSIS - OPPORTUNITIES

The Strategic Plan Committee performed the following SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to support the development of the Lindbergh Schools Strategic Plan. These notes represent verbiage taken straight off of note cards used in the Committee's brainstorming.



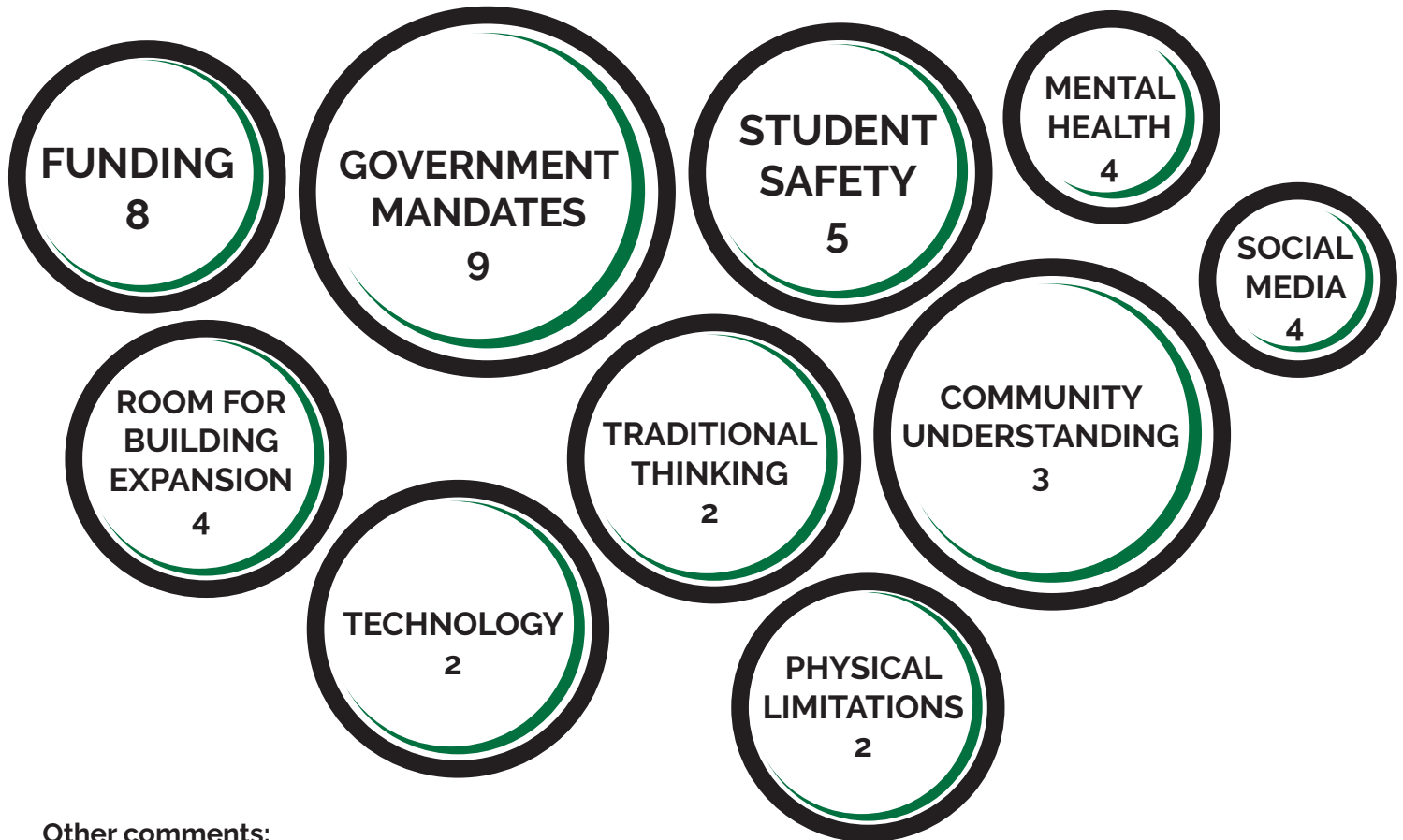
Other comments:

- Prepare students for success in future workplace
- Evolving (evidence based) best practices
- Culture of change; build on direction
- Literacy given new state-mandated reading screenings
- New careers and innovative practices
- A young community embracing change
- Better promotion of district initiatives
- Increased STEM-based teaching at the core of learning
- Inclusion of all voices and abilities with transparency
- To be innovative; a leader among schools
- Partnerships with peer district to leverage differing expertise
- Real world learning - hands on in community
- New ideas from staff and students
- International learning
- Renew
- Stability
- Volunteer resources
- Secure
- Optimal time to make changes
- Update
- One high school district
- Changing workforce

APPENDIX A

SWOT ANALYSIS - THREATS

The Strategic Plan Committee performed the following SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to support the development of the Lindbergh Schools Strategic Plan. These notes represent verbiage taken straight off of note cards used in the Committee's brainstorming.



Other comments:

- Loss of good secondary teachers
- Continued increase in student enrollment
- Neighboring district pay scale
- Changing career goals
- Appropriate online usage
- Exploding school population
- Competition for quality staff
- Need for collaboration and facilitators in the classroom
- Teacher/parent understanding of change
- Competitive salaries for keeping and hiring talented teachers
- Changing social mores
- Undefined future careers
- Need for job/career mobility
- "Black Swan" phenomenon
- Not understanding objectives
- Planning for unknown economy
- Violence against schools
- Lack of data privacy
- Teacher mindset
- Uncertainty
- Career changers
- Dissatisfaction
- "Grades"
- Increasing class sizes
- Family instability
- Rejection
- Older buildings
- Nostalgia
- District growth
- Training
- Misinformation

APPENDIX B

DISTRICT ACTIVITY BRAINSTORMING

The following information is the product of a brainstorming exercise by the Strategic Planning Committee. Committee members were asked to identify past, current, or future activities in certain operational areas of the district. Current or past activities are in italics. The information below is organized by operational area for future use by the Committee.

CURRICULUM AND INSTRUCTION

- Best in class comparison (best practices and communication)
- Project Based Learning
- Move toward 4 Cs
- Other experiences, e.g., online, internships
- Intervention programs
- BOE Advisory
- Build Your Own Curriculum
- Special School District
- Cross curriculum with K-12
- Middle school health curriculum
- Hanover Research Consortium
- Curriculum Advisory Board
- Elementary phonics/phonetic awareness pilots (2018-2019)
- Parent committee to review changes to curriculum
- Increase of teachers and support staff
- Current: Looking at new pedagogies emphasizing collaboration, critical thinking
- ELITE
- STEM growth
- Makers space
- Lindbergh Learning Team (grading and assessment)
- Integrated curriculum
- LHS Design Team
- Digital citizenship curriculum
- Dyslexia screening
- Buildings have Compass Plans
- Working on Dyslexia
- Board Advisory Committee
- PEGS
- Professional learning communities
- Professional learning
- Project Based Learning
- STEM
- Computer Science expansion
- #LindberghLearns
- Compass (diversity support, S&L vision, school structures)
- Clear plan and instructions for TAs
- Site visits to other districts
- Curriculum reviews each year
- Past focus on reading
- Dyslexia Pilot Project (2016-2018)
- Project based learning
- Character education
- Gifted

CO-CURRICULAR ACTIVITIES

- Music
- Fine Arts
- Athletics
- Student Organizations
- Additional athletic opportunities

APPENDIX B

DISTRICT ACTIVITY BRAINSTORMING

COMMUNICATIONS

- Central Office/School Board dialogue with teacher representatives
- SMORE
- Facebook for all schools, and Twitter
- All-call system to parents
- Key communicators
- Superintendent Advisory Committees
- Text alerts
- Electronic Communication
- School Messenger; translate
- More info available on public website (transparency)
- Community Survey - 2009
- Parent Leadership Team
- School media presence
- Facebook groups
- Cultivating relationship with media
- CSIP Committee
- Board Advisory Committees
- Virtual Backpack
- District Communication Plan
- Mass notification system

FACILITIES

- Does building(s) provide proper safety and security measures for all
- Dressel, ECE, other buildings - past projects
- LHS
- Prop G - Dressel
- Field usage - green space evaluation
- New high school
- Design Team for new HS
- Enrollment forecasting
- Do we need 7th elementary
- Discussion of improving high school
- Security entry to some schools
- Gym additions - 3 schools
- Redistricting conversations - lines redrawn
- Design and construction of Dressel Elementary
- Boundary Committee - 2017
- LHS Renewal
- SSD space needs
- Elementary school updates
- Creative use of Moore property
- New HS thinking
- Will we be able to hold all students?
- Facility master plan (don't have)
- HS revitalization - future project
- Individual school improvements selected from a list and a new list
- LHS redesign
- Flexible seating in elementary classrooms
- LHS Programming Team - 2018
- Potential strategic properties
- 2 new ECE buildings
- New Dressel
- Plans for new HS
- Turf fields at HS
- Redistricting to equalize enrollment
- New school - Dressel
- Another new elementary or additions to existing

APPENDIX B

DISTRICT ACTIVITY BRAINSTORMING

FUNDING

- Monitor changes in tax base
- Talking with staff
- Lindbergh Foundation - teacher grant prep/apps; student scholarships
- Prop L - 2010
- Budget committees
- Seek out alternative sources including private partnerships
- Voting before spending
- Bond Issue Parent Committee
- Finance Advisory Committee
- Board Advisory Committee
- Insurance committee
- Setting baseline on expenditure side with all requests for proposals on all services set baseline/new baseline
- Prop G
- New leadership closer look at district spending
- Budget workshops (BOE)

HUMAN CAPITAL

- Salary Schedule Committee
- Budget process
- Drug Free Communities
- Benefit studies
- Employee/Superintendent Advisory Meetings
- Staff engagement - survey development
- Salary schedule - changes and improvements
- Reorganization
- Rah Rah Day
- Design events to recognize contributors
- Ability Awareness Day (middle schools)
- Benchmark comparisons
- Board of Education Advisory - Personnel
- Seeking qualified teachers/staff
- Student leadership
- Operational efficiencies audit
- Board Advisory Committee
- SSD
- Salary schedule studies
- Retention of premier workforce
- Seeking qualified and more diverse teachers/staff
- Recruitment Initiative: posting strategies, national presence, attract more diverse pool of candidates
- Service to employees to reflect survey responses

APPENDIX B

DISTRICT ACTIVITY BRAINSTORMING

PARENT AND COMMUNITY ENGAGEMENT

- BOE Advisory Boards
- Boundary Committee - 2017
- Parent Leadership Briefing
 - monthly
- Parent Curriculum Advisory
- Listening & Learning
- LHS Renewal Committee
- "State of the District" address to parent groups each year
- Listen & Learn Tour by Superintendent
- Leadership Advisory
- Schools engage in collaboration for state/national School of Character application
- Board Advisory Committees
- Community Survey (phone) - 2009
- Not much
- Listening and Learning Tours (families and staff)
- Board Advisory Committees
- Leadership briefing
- Monthly leadership meetings to inform parent groups
- Involved Parent/PTO Groups
- "State of the District Financial Presentations" to PTOs
- Superintendent Search Forums - 2017
- Board Advisory Groups
- Survey at the beginning of the year
- Strategic Plan Committee
- Breakfasts with community groups/people (i.e. pastors, elected officials, etc.)
- Community tours of new school (Dressel)

POLICY

- MSBA Online Policy Manual
- Bullying prevention
- Review and discussion of policies
- BYOD Policy - this policy encouraged more access, but decreased district tech.
- Increased transparency
- Refer to policies more regularly
- MSBA policy services BOE reviews
- Posting of procedures

APPENDIX B

DISTRICT ACTIVITY BRAINSTORMING

TECHNOLOGY

- Expansion of Technology (Canvas, Chromebooks, parent purchase, curriculum purchase)
- ELITE - new tech
- SEESAW
- Talk of one to one
- My School Anywhere
- LED lighting
- Tech availability/tools/apps
- LINC
- New/multiple ways to communicate with parents
- Updated website and time keeping
- BYOD, WiFi, LINC, ELITE
- New projectors in classrooms
- Learning Management Tools
- BYOD
- Grading system review/research
- District plan to encourage students to bring/utilize their devices/ technology in the classroom
- Increased technology

TRANSPORTATION

- Busing routes
- Boundary Committee - 2017
- Better database and trip tracking
- Creating safe drop off and pick up lines
- SSD transportation
- Improved communications
- Weekly data sharing between Lindbergh and First Student

SAFETY AND SECURITY

- Swipe cards for ECE
- Active shooter training
- 4 Es presentations -> new approach to intruders
- High school (currently open campus)
- Intruder drills
- Fence on LHS campus
- Cameras and buzz-in system at most schools
- Safety Committee
- Intruder training staff
- LHS safety improvements
- Closed campus for LHS
- First Aid Training
- High school temporary security plan
- Addition of fence/gate at high school
- 4 E training for staff
- Locked specific doors in HS
- Improved facilities
- Clear, consistent terminology
- Upgrading locks/entryways
- Safety training
- District closed for safety training
- New discussion/communication on an options-based safety plan
- Intention enhancements to before/after care security
- LHS fencing and long-term redesign
- Intruder trainings and follow-up
- Active shooter intruder training
- Better communication
- Starting to lock doors
- Looking at whole school design to deter intruder/threats

APPENDIX C

CORE BELIEF BRAINSTORMING

As the Strategic Planning Committee composed its mission statement, vision statement, and 5-year strategic goals, the Committee identified the following words that held important meaning but were not included in the mission, vision, and goals statements. The Committee added comments to further characterize the significance of a particular word. The Committee also assigned stars (2 stars per person) to a word or words that held the most meaning. The words with the most stars (4 or more) formed the foundation for the Core Belief Statements. The following table documents the comments and star counts for each word.

Word	Comment	Stars
Social/emotional	(none)	0
Support	Students, teachers, community, support of students at all levels, both academic and social/emotional, engage all by/through support	4
Equip	(none)	1
Resilient	Essential life skill, ready to adult, having grit is important and critical to success, implies personal strength	5
Leaders	Encouraging and developing all of the unique qualities in students so they can be leaders now and in the future	1
Broaden	Our scope of where we look for candidates for Lindbergh employment	1
Well-rounded	Social-emotional or similar, extra curricular, diverse classroom experiences, the whole child, holistic, whole person (Yes!) and all aspects, well-rounded might be too broad - what we really want is a whole child...people don't need to be good at everything, but they do need SEL and academic skills	8
Equitable	Or equity, related to personalized, ensures students have access to what they need, not equal	1
Communications	(none)	0
Citizens	(none)	0
Systems	Systems serve to support the vision OR it can sustain what exists (good or bad)	1
Fiscal Responsibility	(none)	2
Dynamic	(none)	0
Experience	Educational, positive experience for students, staff, parents, community	1
Consistent/connected platforms	For communications, learning management, assessment	2
Diverse	In learning, cultural representation, thinking, ability, always thinking around the box	2