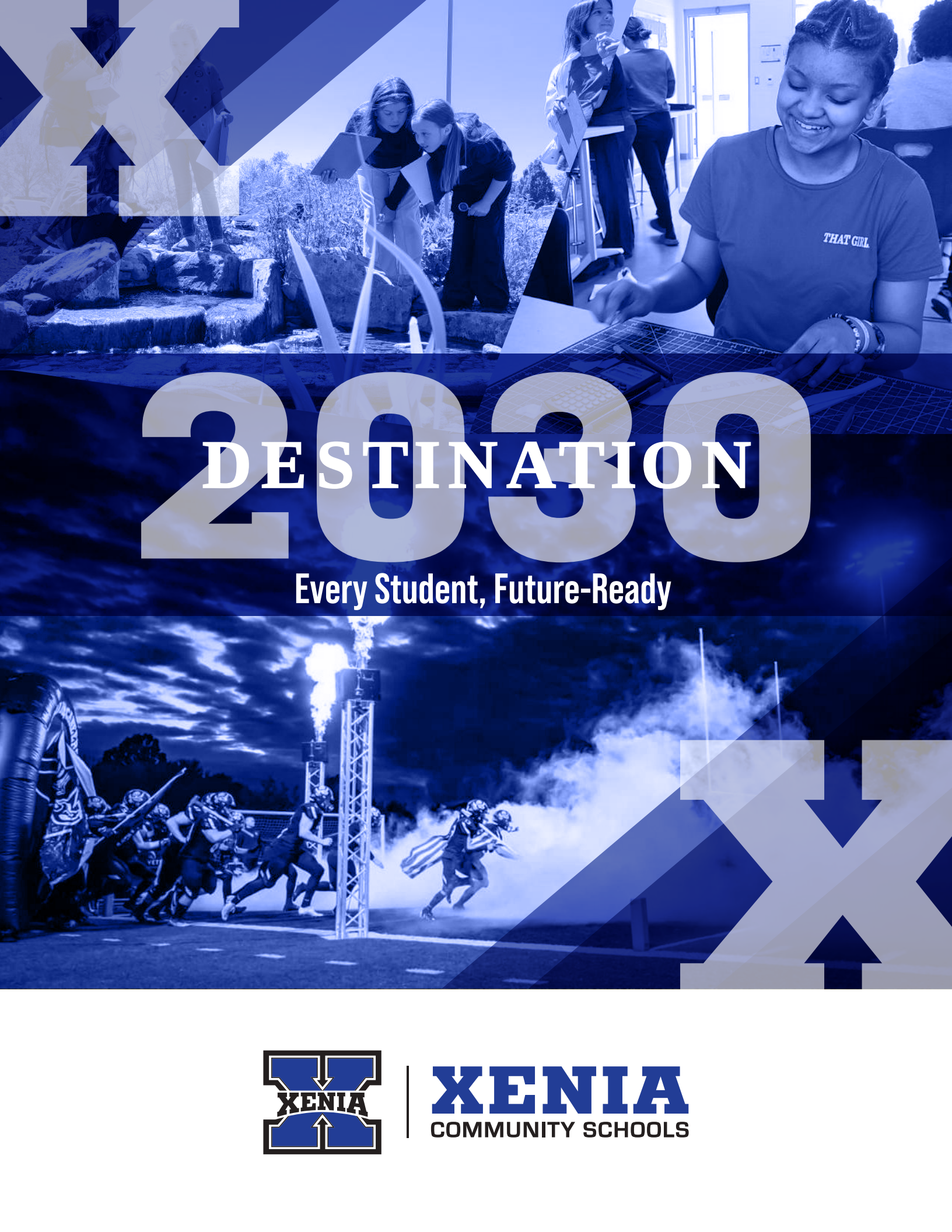




2030

DESTINATION

Every Student, Future-Ready



XENIA
COMMUNITY SCHOOLS

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“ As a parent of both middle and high school students, I know that they need both a strong academic focus and the foundational social and emotional skills to succeed in the world. I love that this plan, which was created with input from teachers, staff, principals, parents and students, is so intentional in addressing all of these areas!

—Chelsey Garrett, XCS parent

”

LETTER FROM THE SUPERINTENDENT

On behalf of Xenia Community Schools, I'm proud to introduce our new five-year strategic plan: Destination 2030: Every Student, Future-Ready.

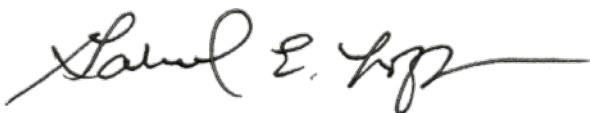
This plan is the result of months of thoughtful work, shaped by input from our community gathered through discussions, meetings, surveys, and conversations. Your voices helped define the priorities reflected in this plan, including the creation of our new Portrait of a Graduate. And your continued involvement will be essential as we work to prepare every Xenia student to be ready for the future.

Destination 2030: Every Student, Future-Ready serves as a clear and focused roadmap for our district. It outlines the priorities and commitments we're making to students, staff, families, and the broader Xenia community — all centered on academic excellence, personal growth, and social responsibility.

Thanks to key decisions made in recent years to strengthen our infrastructure, we're launching this plan from a place of stability and momentum. While that foundational work is ongoing, we're now well-positioned to build on it — and to truly elevate student learning and achievement. This progress wouldn't be possible without the community's strong support to create 21st century learning environments for our students.

As we begin this exciting new chapter, I invite everyone in the Xenia community to stay engaged. Your involvement was vital in shaping this plan, and now we need your support to bring it to life. Together, we can make a meaningful impact and help every Xenia student reach their full potential.

Sincerely,



Dr. Gabriel E. Lofton, Superintendent





PORTRAIT OF A GRADUATE



COMMUNITY SCHOOLS

EMPATHY • LEARNER'S MINDSET • PERSEVERANCE • RESPONSIBILITY • CRITICAL THINKING • COMMUNICATION



EMPATHY

XCS students notice and respect other people's feelings, treat them with kindness and respect, and use this understanding to build meaningful connections.



LEARNER'S MINDSET

XCS students will be curious learners who are always eager to discover new things. They will embrace challenges, try new approaches, and stay open to growth with each experience.



PERSEVERANCE

XCS students understand that failure is a natural part of the learning process as they persevere through adversity, learn from mistakes, and use setbacks as opportunities to grow stronger while striving to reach their goals.



RESPONSIBILITY

XCS students own their choices, stay accountable, and contribute positively to their community and the people around them.



CRITICAL THINKING

XCS students think critically by questioning information, evaluating evidence, considering multiple perspectives, and developing reasoned solutions in real-life situations.



COMMUNICATION

XCS students communicate effectively by listening attentively, articulating thoughts clearly and adapting their message for different situations and audiences to build understanding and collaboration.

PRIORITY OVERVIEW

1

PRIORITY 1: ACADEMIC EXCELLENCE

XCS will foster an environment of academic excellence by strengthening teaching and learning practices, supporting student engagement, and promoting a culture of continuous improvement that prepares students for success in the 21st century workforce.

2

PRIORITY 2: OPERATIONAL ALIGNMENT

XCS will align all district operating systems to support schools of quality and character.

3

PRIORITY 3: TALENT MANAGEMENT & LEADERSHIP DEVELOPMENT

XCS will champion a culture that attracts, develops, and retains effective staff who are willing to take risks, build relationships, and create a positive learning environment for student success.

4

PRIORITY 4: COMMUNITY ENGAGEMENT

XCS will actively engage families in their child's learning process through support, communication, and outreach to build credibility and trust. XCS will also help parents and families become active partners in their child's education as the students develop the key competencies in the district's Portrait of a Graduate, with a focus on involvement, advocacy, and student success.

5

PRIORITY 5: GOVERNANCE

The Xenia Community Schools Board of Education will be a professional, fiscally responsible, and responsive board in service of Xenia families. It will follow best practices and use established organizational norms, training, and data to create positive outcomes for students as they develop the competencies delineated in the Portrait of a Graduate.

PRIORITIES, OBJECTIVES, AND STRATEGIES

PRIORITY 1: ACADEMIC EXCELLENCE

XCS will foster an environment of academic excellence by strengthening teaching and learning practices, supporting student engagement, and promoting a culture of continuous improvement that prepares students for success in the 21st century workforce.



OBJECTIVE

By Spring of 2026, XCS will create a high-quality curriculum, instructional, and assessment practices roadmap for all subject areas in grades PreK-12.

STRATEGY

- Implement a uniform system for professional feedback, reflection, and coaching grounded in data to support effective teaching and learning.
- Implement high quality, individualized professional development that supports best instructional practices that support student engagement and growth.
- Establish consistent practices for reviewing and renewing high-quality instructional resources.
- Establish consistent expectations for curricular, instructional and assessment practices to maximize student achievement.

“

I felt very grateful and happy that I got to be part of something so important, and that the adults in the room took my thoughts and experience as a current student seriously.

”

—Emili Aguilar, Class of 2030

1B

OBJECTIVE

By Spring of 2027, XCS will integrate Portrait of a Graduate competencies in all PreK-12 academic content areas to prepare 100% of our students for college, the workforce, or the military.

STRATEGY

- All academic content areas will build digital literacy and technological proficiency.
 - Transform spaces for innovation and expand opportunities for project-based learning, experiential learning, real-world application, and career exploration.
 - Develop college, career, and workforce pathways to prepare each student for future success.
 - Integrate Portrait of a Graduate competencies into PreK-12 roadmaps.
-

1C

OBJECTIVE

From 2026-2029, XCS will demonstrate continuous progress toward closing educational gaps as measured by the “Gap Closing” indicator on the Ohio State Report Card.

STRATEGY

- Strengthen social-emotional and academic MTSS/RTI models.
- Analyze and act upon assessment data to implement intervention and enrichment practices to personalize learning to support all students reaching their full potential.
- Execute a tiered system of support to improve student attendance.
- Early and consistent implementation of programs to target students who are at-risk of not graduating.





“

This plan really prioritizes our ability to support our community's diverse needs, and the wide range of participants involved helped us create a map that will guide us into the future of educating Xenia's students.

”

—Darla Gray, School Nurse & Allied Health Teacher

PRIORITY 1 SUCCESS MEASURES

- 100% of PreK-12 academic programs have defined curriculum and instructional practice guidance documents
- Tracking of professional development hours (teachers)
- Walkthrough data
- Portrait of a Graduate competency tracking
- Graduation Plan in which 100% of graduating students have a plan for college, workforce, or military
- 6-12 Pathway Participation
- Project-Based Learning Narratives

Gap Closing Indicator

- Attendance (Chronic Absenteeism) - monthly
- Achievement (ELA & Math) - at benchmark (fall, winter, spring) - OST - yearly
- Growth (ELA & Math) - at benchmark (fall, winter, spring)
- Graduation Rate - semester on-track, off-track for graduation each semester, Early Warning System (Jan/June)
- Gifted Service - number identified vs number served
- Gifted Progress - at benchmark (fall, winter, spring)
- Gifted Performance - at benchmark (fall, winter, spring), OST - yearly

PRIORITY 2: OPERATIONAL ALIGNMENT

XCS will align all district operating systems to support schools of quality and character.



OBJECTIVE

By Spring 2026, develop and implement a comprehensive, cross-departmental Internal Responsibility Plan to manage operational logistics.

STRATEGY

- Form interdepartmental workgroup to develop the IRP, to include representation from the Treasurer, Facilities/Operations, and Building Administrators.
 - Implement changes recommended by the workgroup.
 - Assess, evaluate, and course correct as necessary.
-



OBJECTIVE

Align 100% of purchasing decisions to established District goals and objectives.

STRATEGY

- Incorporate strategic plan goals as a step in the purchase process.
 - Train supervisors/department leads to assess purchases in light of strategic goals.
 - Create feedback to department leads to align educational goals with good stewardship of resources.
-



OBJECTIVE

Implement a facilities management plan that aligns with District goals and objectives for students, and prioritizes the creation and maintenance of safe and secure spaces in all facilities.

STRATEGY

- Evaluate status of previous Facilities Plan.
- Create a 5-year plan that incorporates any remaining items, with a focus on both maintenance and regular upgrades to maintain a high-quality educational environment.
- Develop a strong partnership between district and building leadership teams to build pride in and ownership of each facility, creating and maintaining high standards for building use.

PRIORITY 2 SUCCESS MEASURES

- Update checklists every month.
- Plan to address needs indicated on checklists.
- Update Internal Responsibility Plan with feedback from stakeholders annually .
- Complete training for staff.
- Requests only proceed once aligned with Strategic Goals.
- 100% of staff with approval authority know Strategic Goals and their role in achieving them.
- Checklists are utilized and monitored.
- Request system for requests to be entered and tracked.
- Showcase student and staff achievements in our schools.

“

Speaking as both a board member and a Xenia parent, I see this strategic plan as a vital blueprint for our district. It's designed to support every student in forging their unique path to success, not just during their time in school but also as they build their futures. ”

—George Leightenheimer, XCS Board President



PRIORITY 3: TALENT MANAGEMENT & LEADERSHIP DEVELOPMENT

XCS will champion a culture that attracts, develops, and retains effective staff who are willing to take risks, build relationships, and create a positive learning environment for student success.



OBJECTIVE

By Spring 2026, create a Portrait of a Xenia Community Schools Educator that aligns high expectations for teachers with the mission and vision of the district.

STRATEGY

- Identify a XCS representative team to develop a Portrait of an XCS Educator.
 - Define characteristics, traits and skills that will make up the Portrait of a Staff Member.
 - Incorporate an interview process that maximizes the use of the Portrait of an Educator in the hiring, onboarding, and mentoring process.
-



OBJECTIVE

Develop a comprehensive system for staff mentoring and leadership development with a strong focus on supporting all staff during their first three years with the district.

STRATEGY

- Create peer coaching networks and a continuous feedback process by the mentor.
 - Provide experienced in-building mentors to support teachers.
 - Provide accessible and engaging resources for professional development, ensuring that educators have ongoing opportunities for learning and skill enhancement.
-



OBJECTIVE

Develop and implement a comprehensive hiring, onboarding, and evaluation strategy that supports the recruitment and retention of high quality staff.

STRATEGY

- Recruit early in the cycle each year to attract the best possible candidates for open positions.
- Provide clear expectations for staff that drive evaluation, and support growth opportunities.
- Provide high quality professional development opportunities for staff that align with mission and vision.

PRIORITY 3 SUCCESS MEASURES

- Create a district team and complete the Portrait of an XCS Educator.
- Provide in-building mentors for every new staff member in their first three years of employment.
- The first round of job postings would take place prior to April 1 each hiring cycle, with interviews occurring within 10 working days after the conclusion of the job posting.
- Review and update every job description to ensure it is in alignment with mission, vision, Portrait of a Graduate competencies, and Strategic Plan priorities. Map those priorities to relevant roles, and ensure descriptions reflect the skills, experience, and behaviors to support the priorities.
- Use district resources to provide Professional Development for all teachers.

“ Strategic planning provides a critical roadmap for creating a learning environment that enhances student achievement and prepares students for future success. ”

—Tara Palmer, Director of Curriculum



PRIORITY 4: COMMUNITY ENGAGEMENT

XCS will actively engage families in their child's learning process through support, communication, and outreach to build credibility and trust. XCS will also help parents and families become active partners in their child's education as the students develop the key competencies in the district's Portrait of a Graduate, with a focus on involvement, advocacy, and student success.



OBJECTIVE

Actively engage XCS families to create a collaborative and open culture that welcomes feedback, keeps parents and families informed, and helps them connect with school staff in support of student success.

STRATEGY

- Ensure all families are connected through current communication technologies that streamline messages and eliminate barriers.
- Connect with families with regular, dynamic in-person events to engage them in the learning process.
- Family liaisons in each building will help bridge any gaps between school and families, ensuring that parents and caregivers are engaged in a two-way conversation and that there are ongoing opportunities for connection.
- Find new ways to solicit feedback from the community.



OBJECTIVE

Actively engage students and build positive relationships by creating a positive school climate that sets high expectations for students in an environment that is welcoming, motivating, nurturing, and respectful.

STRATEGY

- Create schools that are welcoming and engaging for every student.
- Cultivate opportunities for belonging and connection to school.
- Incorporate a variety of student voices and perspectives into the decision-making process, creating leadership opportunities through the Superintendent's Student Advisory Group.
- Optimize use of technology to ensure students are informed and engaged in the learning process.

4c

OBJECTIVE

Actively engage the wider Xenia community, building strong connections through storytelling, partnerships, and collaborative efforts in support of student success.

STRATEGY

- Proactively tell the stories of success at Xenia Community Schools.
- Create and nurture opportunities for authentic partnerships with local businesses and organizations.
- Evaluate and improve current communications to the wider Xenia community.
- Develop a public dashboard that tracks and reports progress on district goals.

PRIORITY 4 SUCCESS MEASURES

- In partnership with family liaisons, hold regular and ongoing family engagement events in every building throughout the school year (monthly).
- Incorporate in-person feedback opportunities at engagement events.
- Design and complete an annual parent/family satisfaction survey.
- Create a Superintendent's Student Advisory Group, holding at least two in-person meetings annually.
- Execute strategies and tactics, based on the work of the Student Advisory Group.
- Utilize available analytics to ensure that at least 95% of students are accessing applicable communications and education apps regularly.
- Achieve and maintain a minimum 98% contactability rate for all Xenia student families in ParentSquare.



PRIORITY 5: GOVERNANCE

The Xenia Community Schools Board of Education will be a professional, fiscally responsible, and responsive board in service of Xenia families. It will follow best practices and use established organizational norms, training, and data to create positive outcomes for students as they develop the competencies delineated in the Portrait of a Graduate.



OBJECTIVE

Enhance board member knowledge and capacity.

STRATEGY

- Implement a structured onboarding program for new board members, including training on policies, finance, and educational priorities.
 - Provide ongoing professional development opportunities aligned with district goals and governance best practices.
 - Establish mentorship pairings between experienced board members and new members to foster institutional knowledge.
 - Regularly review and refine governance policies to align with state regulations and district needs.
-



OBJECTIVE

Improve board-community engagement and transparency.

STRATEGY

- Implement a structured process for community input, such as listening sessions, town halls, and digital feedback platform.
-



OBJECTIVE

Ensure effective and ethical board operations.

STRATEGY

- Establish an annual board self-assessment process to evaluate effectiveness and identify areas for growth.
- Adopt a board code of ethics and commitment agreement, with annual reaffirmation by all members.
- Use data-driven decision-making by integrating student performance metrics, financial reports, and policy impact assessments into board discussions.
- Schedule annual governance retreats focused on team-building and strategic goal alignment.

PRIORITY 5 SUCCESS MEASURES

- 100% participation of new board members in onboarding training within the first 90 days.
- At least three professional development sessions attended annually by each board member.
- Surveyed board members report a 90% or higher confidence level in understanding governance roles and responsibilities.
- Policies reviewed and updated on a set cycle (e.g. twice each year).
- Website analytics show a 10% increase in engagement with governance-related content.
- 100% of board members participate in the annual self-assessment and goal-setting process.
- No violations of ethical standards or governance conflicts recorded.
- Board meeting efficiency improves, with 90% of meetings staying within scheduled time while addressing all agenda items.
- Board retreat feedback indicates 85% or higher satisfaction with effectiveness and strategic alignment.

“ As a board member who also spent 37 years in Xenia classrooms, I know that our students and teachers are capable of amazing things. This new Strategic Plan gives teachers a roadmap that will support student growth and achievement for years to come. ”

—Bill Richey, XCS Board Member

PROCESS

Xenia Community Schools community members, in conjunction with District Leadership, developed our Portrait of a Graduate, which serves as the vision for our recently designed strategic plan. This process began in August 2024 and concluded in Spring 2025. This process included many stakeholders - parents, community members, students, and educators. We analyzed the current state to acquire a balanced portrayal of our present reality and identified priorities that will help our Portrait come to life. From these priorities, we established goals and strategies through an iterative vetting process, constantly using stakeholder feedback to guide their development.



PREPARE

Identify stakeholder participants and establish timelines, tasks, and logistics. (Summer 2024)



ENVISION

Discuss our shared hopes, dreams, and aspirations for all our students. (Fall 2024)



INQUIRE

Explore our current state and desired state in light of our Portrait of a Graduate vision. (Winter 2025)



DESIGN/DEVELOP

Determine the priority areas going forward to bring our Portrait of a Graduate to life for every student. (Spring 2025)



IMPLEMENT/SUCCEED

Build capacity and resources systemwide to bring the Portrait of a Graduate vision to life and measure progress. (Summer 2025, Ongoing)



2030

DESTINATION

Every Student, Future-Ready

Thank you! We are grateful to the students, teachers, administrators, Board of Education members, parents, and business and community leaders who collaborated with us to develop our Portrait of a Graduate and Strategic Plan.

**Please see a complete list of contributors on our website:
xeniaschools.org/strategicplan**





XENIA
COMMUNITY SCHOOLS

819 Colorado Drive | Xenia, OH 45385 | (937) 376-2961
xeniaschools.org | info@xeniaschools.org