

ANNUAL
REPORT

2014-
2015

Strengthening Our
Community Through
Excellence in Education



Northshore
School District

STRENGTHENING OUR COMMUNITY THROUGH EXCELLENCE IN EDUCATION



"We have much to celebrate and look forward to as we continue to strengthen our instructional programs and focus greater attention on district-wide equity, diversity and inclusion. Continued planning for the opening of North Creek High School, district-wide grade reconfiguration and boundary adjustments in the fall of 2017 are monumental changes that will impact the Northshore community for decades to come."

Everywhere one looks across the Northshore School District, changes and growth are readily apparent. Enrollment continues to grow by over 400 students per year, and our schools are becoming an increasingly rich and diverse representation of the larger Northshore community. As part of our district-wide equity and diversity action plan, district leaders are building their knowledge and skills to better serve our changing student population. Our newest high school, North Creek, continues to take shape getting ready for the inaugural classes of purple-clad Jaguars in fall 2017. Planning is underway for future schools to accommodate continued growth and policy

changes such as universal full-day kindergarten and class-size reduction. Task forces comprised of parents, teachers, support staff, principals and district administrators remain hard at work preparing for grade reconfiguration, also in fall 2017. Over two years of work on boundary adjustments to create a service area and feeder pattern for North Creek and better balanced enrollment across district schools is in the home stretch. Work also continues around new learning standards and assessments for our students as well as new teacher and principal evaluation tools focused on continuous growth and improvement of professional practice. Together, all this

growth and change creates energy, excitement and occasional exhaustion as our district forges ahead with an ambitious agenda to enhance opportunities and excellence for each of our nearly 21,000 students.

We are proud to present our annual report summarizing our progress and achievements. I am humbled by the extraordinary work taking place in our schools each day. The continued support and confidence of our community provide the environment and resources to enable our mission of "Strengthening Our Community Through Excellence in Education." Thank you for sustaining a world class education system that is a cornerstone of the greater Northshore community!

BOARD GOALS

The Northshore School Board consists of five members elected to serve, without compensation, for overlapping terms of four years each. Board members are available by phone, email, or letter as well as before or after the board meetings. Email correspondence addressed to all board members may be sent to schoolboard@nsd.org. Written correspondence should be sent in care of the district office at 3330 Monte Villa Parkway, Bothell, WA 98021. Your comments are welcomed.

Goal 1

Student Achievement and Success at Grades Pre-Kindergarten and Beyond

Goal 2

High Standards of Performance

Goal 3

Fiscal Stability to Support Learning

Goal 4

Effective Communications and Community Involvement

HIGHLIGHTS

11 Schools Earned Washington Achievement Awards

Northshore Networks and Secondary Academy for Success, Named 2014 Schools of Distinction

1,544 Graduated Seniors

\$12 Million in Scholarships Earned by Graduating Seniors



ACADEMIC EXCELLENCE

Student Achievement and Success at Grades Pre-Kindergarten – 12 and Beyond

Northshore is a high performing school district focused on providing a world-class education for Northshore students.

Northshore students perform well above state and national averages on standardized tests. Participation in the Scholastic Aptitude Test (SAT) continued to increase (929) and students continued to perform significantly higher on the SAT in all areas:

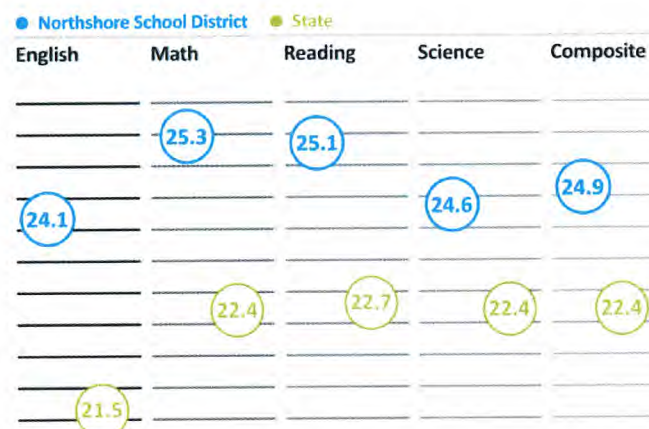


The total number of students participating in Advanced Placement (AP) exams increased to a historic high of 1,071 students and 73.2% earned a 3 or higher to earn college credit. Additionally, 115 students earned their International Baccalaureate (IB) diploma.

Northshore School District (NSD) administered Smarter Balanced Assessments (SBA) in English/Language Arts (ELA) and math in grades 3-8, SBA ELA in grade 10 and SBA Math in grade 11; Measurements of Student Progress (MSP) in Science for grades 5 and 8; End-of-Course (EOC) in math for grades 9 and 10; and EOC in Biology in grade 10 to students annually in compliance with state and federal laws.

NSD did not meet federal AYP proficiency goal requirements in the following cells: All, Asian, Black, Hispanic, White, Two or More Races, Special Education and Low Income SBA-ELA and Math in grades 3-5, 6-8 and 11; and Limited English SBA-ELA and Math in grades 3-6. NSD did not meet AYP participation goal requirements in the following cells: All, Asian, Black, Hispanic, White, Two or More Races, Special Education and Low Income in SBA-ELA and Math in grade 11. As a result, the district is in Step 1 of improvement. NSD continued to support the following measures to increase student achievement: consult with parents and staff in developing a two-year District Improvement Plan, reserve 10 percent of its annual federal Title 1 funds for professional development for Title 1 schools and continue to provide assistance to schools identified as in need of improvement.

Participation in the American College Test (ACT) increased significantly from 419 to 463 students and scores remained fairly consistent from previous years:



ASSESSMENT RESULTS

Grade	Smarter Balanced		MSP	End-of-Course	
	English/ Language Arts %	Math %	Science %	Algebra %	Biology %
3	74.1	75.8			
4	73.2	72.6			
5	78.8	72.3	80.5		
6	77.9	71.2			
7	73.3	69.2			
8	72.2	68.1	74.2		
9				84.5	
10					88.2
11	29.9*	23*			

*58% of 11th-graders did not take the ELA SBA.
60% of 11th-graders did not take the Math SBA.

A comprehensive report for NSD can be found at <http://reportcard.ospi.k12.wa.us>.

2.1%

EXTENDED GRADUATION RATE
INCREASE SINCE 2011

2015

93.6%

2014

2013

2012

2011

91.5%

INSTRUCTIONAL EXCELLENCE

High Standards of Performance

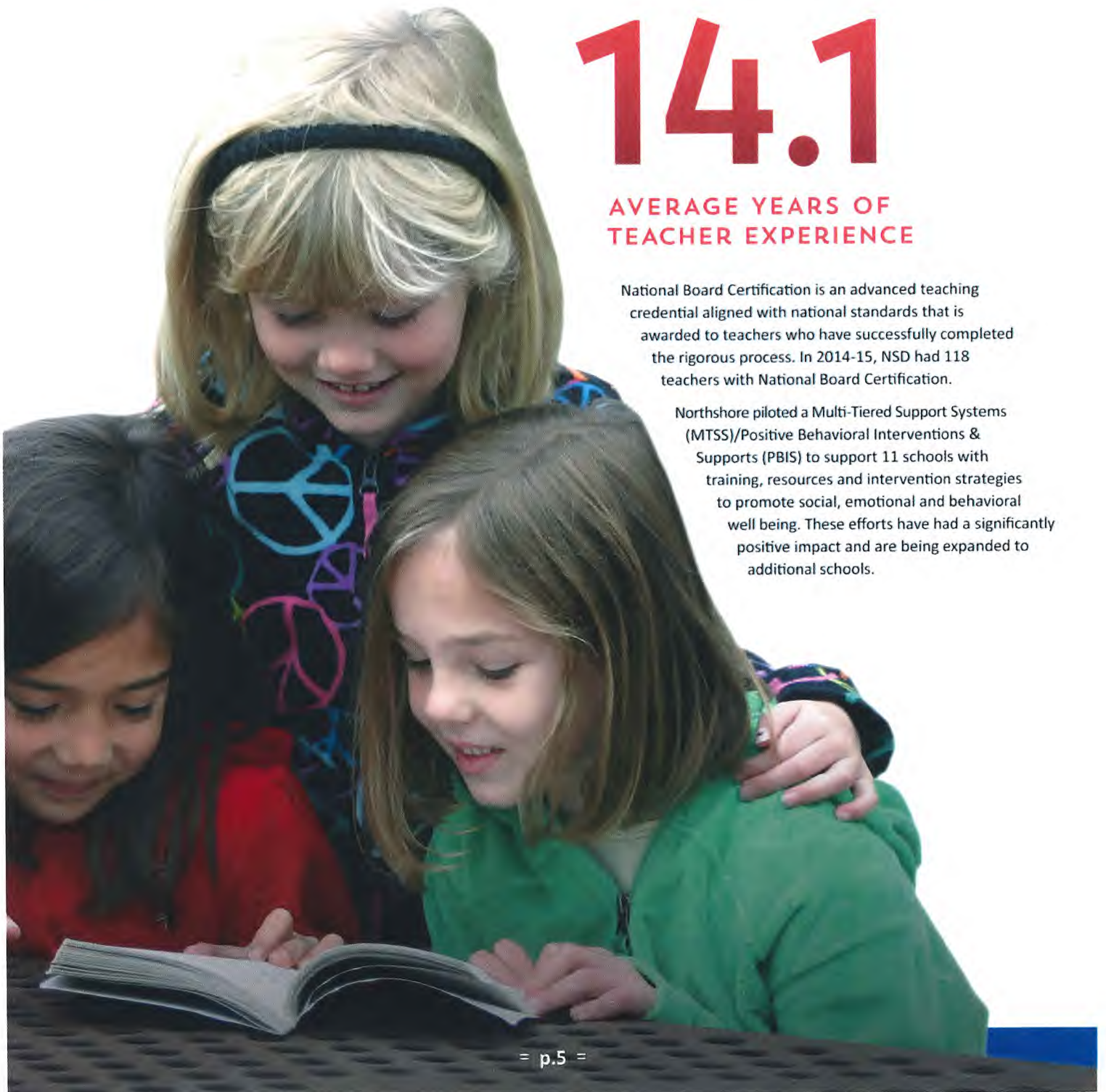
Northshore has continued its focus on instructional excellence to support student learning and achievement. NSD has implemented a teacher and principal evaluation system using a multi-faceted model that focuses on teaching and provides a clear plan for continuous growth in the practice of teaching. The model reflects a systemic commitment to professional growth, self-reflection and a collaborative approach between teachers and principals. The district also provides a mentorship program to support incoming teachers.

14.1

AVERAGE YEARS OF TEACHER EXPERIENCE

National Board Certification is an advanced teaching credential aligned with national standards that is awarded to teachers who have successfully completed the rigorous process. In 2014-15, NSD had 118 teachers with National Board Certification.

Northshore piloted a Multi-Tiered Support Systems (MTSS)/Positive Behavioral Interventions & Supports (PBIS) to support 11 schools with training, resources and intervention strategies to promote social, emotional and behavioral well being. These efforts have had a significantly positive impact and are being expanded to additional schools.





21ST CENTURY SCHOOLS

Implement capital bond and capital levy projects on-time, within budget and as approved by voters

TECHNOLOGY

Northshore continued its strong commitment to improving and expanding classroom technology and supporting effective instruction and student learning. These efforts have been guided by community and staff through involvement in the Technology Advisory Committee; building-based instructional support and administrative staff through the Technology Leadership Committee; and by the larger Northshore community via its strong support for the 2014 levy and bond measures.

In February 2014, the community approved a \$32 million technology levy (\$8 million per year over four years) and

\$177.5 million bond measure, of which \$6.5 million was allocated for infrastructure, to support technology initiatives across the district.

KEY TECHNOLOGY PROJECTS ADDRESSED DURING THE 2014-15 SCHOOL YEAR:

- ✦ Expanded student use of classroom computing devices by reducing the student-to-computer ratio from 5:1 to less than 3:1 in all schools.
- ✦ Increased the availability of various computing devices—Chromebooks and tablets—to complement the laptops and desktop computers already in schools.

- ✦ Continued the expansion and modernization of wireless network infrastructure to stay current with evolving technologies and to prepare the district for student Bring Your Own Device (BYOD) options. Launched a successful BYOD pilot at Maywood Hills Elementary School.
- ✦ Completed thousands of hours of content-based technology training delivered by teachers for teachers.
- ✦ Modernized and expanded district data systems to help teachers and administrators monitor student performance and to effectively manage the district's complex information needs.

2014 CAPITAL BOND

Voters passed a \$177.5 million bond in February 2014 to construct North Creek High School, complete the final phase of the remodel at Woodinville High School, modernize or replace building systems and roofs at some schools, complete security updates, modernize technology infrastructure in buildings, and complete code compliance, ADA, circulation and small works projects.

NORTH CREEK HIGH SCHOOL

Construction of North Creek is on-time and on-budget. North Creek will open in fall 2017 for grades 9-11, expanding to 12th grade the following year. North Creek has been designed as a comprehensive high school for 1,600 students with a STEM focus. It will house an administration wing, counseling and career center, 35 general classrooms, eight science classrooms, business-marketing/student store; performing arts classrooms and multi-purpose performance venue, visual arts classrooms, project-based engineering classrooms and lab, library/learning commons, cafeteria and commons, special programs and services and life fitness, health and athletic spaces.

North Creek's design allows for collaboration among staff and students, as well as interdisciplinary teaching and planning. The learning environment will extend beyond the classroom walls. There will be places for small group work, reflective thinking and large presentations. The school culture will be deeply invested in sustainability and will include an enhanced wetland complex as the focal point of the campus. Numerous aspects of the finished building take advantage of "green" construction, including the use of timber harvested from the site and natural materials, maximizing recycled content. Energy saving technologies include highly efficient LED lighting, ground source heating and smart building controls. Water preservation measures include low water usage plumbing fixtures, rain gardens, sculptural water features, and low-maintenance, drought-tolerant landscaping.



WOODINVILLE HIGH SCHOOL

The final phase of the remodel at Woodinville High School is underway. The modernization includes the fine arts and technology building, which is host to the high school's technology, art, welding, and Special Education programs. The existing building structure will be preserved and upgraded as needed, and the interior layout will be redesigned to provide better interior access to classrooms and meet current programmatic needs. The art and technology departments will have new faculty offices, supporting areas and classrooms designed and sized to provide a better learning environment.

The school's athletics wing is being renovated to better utilize existing space for the gymnasium, weight room, locker rooms,

training facilities and classrooms. Locker rooms for athletics and physical education classes will be separated, larger lockers will be installed and much needed storage will be added. The weight room will be moved to an exterior wall with operable windows that will overlook the athletic fields. Gym flooring, bleachers and the sound system will also be addressed. Both buildings will be completed by fall 2016.

Much of the existing vehicular driveways and parking were addressed in the previous remodel; however, the staff parking lot is being upgraded in this phase. A pedestrian plaza will be created to provide easier access to the campus from the main office and fine arts and technology building.

2014 BOND

North Creek High School	\$130 million
Woodinville High School Phase 3	\$17 million
Replace/modernize school systems, roofs, flooring, boilers	\$9.8 million
Code compliance, ADA, circulation, small works; administrative costs	\$13.2 million
Security updates	\$1 million
Technology infrastructure	\$6.5 million
Total	\$177.5 million



FINANCIAL STEWARDSHIP

Fiscal Stability That Supports Learning

Northshore School District serves more than 20,000 students and is continuing to grow. Long-term projections show significant enrollment gains, particularly in the north and central regions of the district.

Northshore is the second largest employer in the local area with more than 2,000 employees and is an important contributor to the local economy. NSD had annual operating revenues of \$212.4 million and expenditures of \$208.6 million, with capital expenditures of \$82.5 million.

The Northshore school board and district continue to align resources to directly support student learning, strategic goals and to be consistent with community priorities. Importantly, the district continued to plan for and save resources for the opening of North Creek High School, reconfiguration of grade levels and implementation of boundary adjustments in fall 2017 to provide greater academic benefits for students and to help better balance enrollment district-wide.

Moody's Investor Service and Standard and Poor's financial rating agencies have awarded Northshore some of the state's highest bond ratings as a result of its fiscal stability and financial management policies. These ratings make Northshore bonds more marketable to investors resulting in lower interest rates paid and thereby resulting in lower taxes for taxpayers.

DEMOGRAPHICS

Asian	14.5%	Elementary Schools	20
Pacific Islander	0.3%	Junior High Schools	6
Black	1.8%	Comprehensive High Schools	3
Hispanic	12.5%	Alternative High Schools	1
Two or More Races	7.8%	Early Learning & Network Programs	2
White	62.6%	Enrollment (Oct. '14)	20,952
Migrant	0%	American Indian/Alaskan Native	0.4%
		Unexcused Absence Rate	0.2%
		Free or Reduced-Price Meals	16.3%
		Special Education	12.6%
		Transitional Bilingual	6.3%
		Est. On-Time Grad Rate (14-15)	90.3%
		Est. Ext. Grad Rate (14-15)	93.6%



\$58.22

COST TO EDUCATE
A STUDENT PER DAY

WHERE DOES NORTSHORE'S FUNDING COME FROM?

Northshore's General Fund pays for day-to-day operations and is funded by a variety of sources:



66.1%

State Dollars
\$140,333,814

The state is Northshore's largest funding source and accounts for nearly 70 cents of every dollar received. The state does not fully fund education. The State Supreme Court has ruled that the state must fully fund basic education to meet its constitutional duty.



22.5%

Local Levy Dollars
\$47,853,047

Levies are tax dollars collected from local taxpayers that must be approved by local voters. The funding is used for day-to-day operational costs and collected over a set number of years. Levies are a critical piece of district funding and make up nearly a quarter of every dollar.



4.7%

Federal Dollars
\$10,074,205

Federal dollars account for nearly a nickel of every dollar received and help provide vital services in specific areas.



6.7%

Other Sources
\$14,113,837

All other funding sources make up nearly 7 cents of every dollar received. That includes local gifts, donations and fees that are used to fill very specific needs.

HOW IS IT USED?

More than 3/4 of the district's funding goes directly to the classroom and supports student learning:



73.6%

Teaching and Teaching Support
\$153,460,079

Nearly 74 cents of every dollar were spent on teaching and teaching support, which includes librarians, counselors and classroom assistants.



10.3%

School and Central Office Staff
\$21,545,432

Just over a dime per dollar was spent on administration, which includes building principals and central office staff.



5.9%

Custodial, Maintenance and Grounds
\$12,261,692

Almost 6 cents of every dollar were spent on school maintenance, custodians and grounds crews.



2.7%

Nutrition Services
\$5,734,500

Nearly 3 cents per dollar went to provide hot, nutritious meals to our students.



3.5%

Transportation
\$7,752,200

Three-and-a-half cents per dollar were spent on buses and drivers to safely transport nearly 10,000 students daily.



2.1%

Utilities
\$4,421,779

Slightly more than two cents per dollar were spent on power, water and sewer for our buildings.



1.9%

All Other Support Services
\$3,952,196

Almost two cents per dollar were spent to keep schools running, including technology.

KEY INITIATIVES

Key initiatives to support inclusive learning environments,
student learning and help manage enrollment growth



K

EQUITY AND DIVERSITY

Northshore is committed to fostering a safe and inclusive environment at all schools. The district developed an equity and diversity plan approved by the school board in June 2015:

Conduct focus groups with diverse representatives from our school communities to better understand their school experiences and to help inform district policies and programs.

Seek the expertise of those with expertise/resources in cultural competency, diversity and equity policy, programs and training.

Conduct cultural competency training and skill-building with district leaders.

Analyze the district's threat assessment process to align to nationally recognized standards, provide additional staff training, and develop stronger relationships with mental health providers and law enforcement.

Implement a confidential reporting of bullying and harassment; analyze available data to understand and improve responses to disproportionality that may exist across various subgroups of students.

Review existing policies and programs to assess whether they are culturally responsive and appropriate to NSD's changing demographics.

Continue to support and expand strategies and interventions for students needing greater levels of support to be successful.

Collaborate with partners to promote a deeper community conversation around diversity and equity.

E

Y

GRADE RECONFIGURATION

Northshore will implement grade reconfiguration—shift to K-5 elementary, 6-8 middle and 9-12 high schools—in fall 2017 to provide greater academic benefits for students across the district. Elementary, Middle and High School Grade Reconfiguration Task Forces consisting of parents, staff and community members continued to meet throughout the school year to define philosophies and frameworks and work on the academics, electives, activities, athletics/intramurals and schedules for each level. An important component for each task force will be transition planning to support students, staff and families through the changes associated with grade reconfiguration.

BOUNDARY ADJUSTMENTS

The Enrollment Demographics Task Force presented a draft 2017 boundary adjustment proposal to address enrollment growth/decline, legislative initiatives such as full-day kindergarten, accommodate grade reconfiguration and create a service area and feeder pattern for North Creek High School. Open houses were held to gather input on the proposed boundaries and a revised plan was presented in May for additional input. The EDTF will present a final 2017 boundary proposal to the school board in 2015-16 school year which will allow a full year for transition planning and support prior to implementation in fall 2017.

It is important to note that 2017 boundary adjustments will not solve the school district's enrollment challenges. The school board approved a resolution in spring 2015 to pursue a 2018 bond measure to construct a facility on district property off of Maltby Road in the northern portion of the school district.

LATER HIGH SCHOOL START TIMES

The school board approved a resolution directing the school district to implement a later high school start time of no earlier than 8 a.m. by fall 2017 and to look for ways to implement later high school start time opportunities for students in the interim. The district assembled a Start Time Task Force consisting of parents, staff and a community member to develop a recommendation on school start/end times for school board consideration.



The district continued to engage stakeholders and involve them in the decision-making process by recruiting representatives for district committees and task forces, conducting surveys and intentionally designing public participation opportunities through the associated group's work.



COMMUNITY INVOLVEMENT

Effective Communications and Community Involvement

Northshore strives to effectively communicate with families, staff and community and to provide increased opportunities for community involvement.

The district and schools used various tools for communication such as events, meetings, e-newsletters, websites, telephone/email notifications, social media, video and press releases.

NSD continued to strengthen its Natural Leaders program to more effectively communicate with and engage under-represented families and families where English is not their native language.

The district also continued to engage stakeholders and involve them in the decision-making process by recruiting representatives for district committees and task forces, conducting surveys and intentionally designing public participation opportunities through the associated group's work. A new Start Time Task Force was assembled in 2014-15 to study school start times and make a recommendation to the school board.

Additionally, the school board continued to host Conversations with the Board events to listen to and have informal conversations with constituents about key district work.

COMMUNITY PARTNERSHIPS

The district continued to benefit from strong partnerships with higher education, industry, local businesses, non-profit organizations and school support organizations. As a result of its collaborations with higher education, Career and College Readiness Programs have expanded opportunities for students to participate in hands-on experiences and earn college credit and industry certification.

Northshore continued its partnership with the YMCA, City of Kenmore, University of Washington-Bothell, Cascadia College, Northshore Schools Foundation, local churches and non-profit organizations to support Hang-Time programs at three junior high schools and mentorship efforts during the school day at two of the three schools. More than 300 junior high school students benefited from these programs.

The Northshore Schools Foundation continued to fund important Science, Technology, Engineering and Mathematics (STEM) initiatives through classroom grants and donated \$122,453 to the district during the 2014-15 school year.

School PTSAs and the Northshore Council PTSA partnered with schools on fundraising efforts, special events and guest speakers on important topics such as student health and safety. Additionally, school PTSAs collaborated to host special events to welcome kindergarten students and families who would be attending an overflow school for one year. The Council PTSA also coordinated the community kitchen with the YMCA to provide meals to Northshore families in need. Similarly, community churches hosted the Totes to Go program at 13 schools and provided homeless students with healthy food over the weekends.



Northshore School District

3330 Monte Villa Parkway
Bothell, WA 98021-8972
425.408.6000

425.408.6001 English Information Line
425.408.6025 Russian Information Line
425.408.6024 Spanish Information Line
425.408.6014 Bilingual Message Line
425.408.6020 Athletic Fields Rain-Out Line

nsd.org

NON-PROFIT
U.S. POSTAGE
PAID
Permit #6
Bothell, WA

Northshore School District prohibits discrimination on the basis of age, sex, marital status, genetic information, sexual orientation including gender expression or identity, race, creed, religion, color, national origin, honorably discharged veteran or military status, or the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability, unless based upon a bona fide occupational qualification, in all its employment procedures, training, programs and activities and provides equal access to the Boy Scouts and other designated youth groups. The following employee(s) have been designated to handle questions and complaints of alleged unlawful discrimination: Director of Human Resources (Title IX, ADA and Civil Rights Compliance), Director of Student Services (Section 504), 3330 Monte Villa Parkway, Bothell, WA 98021, 425-408-6000.

INTERPRETER/TRANSLATION SERVICES FOR PARENTS

Your child's education is very important. As the parent/guardian of a Northshore student, you have the right to participate in your child's education, including communicating with teachers and staff about your child. Northshore offers interpreter and translation services to parents free of charge. We encourage you to tell someone at your child's school if you need an interpreter or a translation. Please contact your school office or 425-408-6014 if you have any questions or concerns about Northshore's language services.

孩子的教育非常重要。作为 Northshore 学校学生的父母/监护人，您有权参与孩子的教育，包括与学校教职人员就您孩子的各方面情况进行沟通。Northshore 学校向家长免费提供口译和笔译服务。如果您需要翻译服务，我们鼓励您告诉孩子所在学校的相关人员。如对 Northshore 语言服务有任何问题，请与学校办事处联系，电话：425-408-6014。

귀 자녀의 교육은 매우 중요합니다. Northshore 학생의 부모/후견인으로서 귀하에게는 자녀에 대해 교사 및 직원과의 의견을 나누는 등 자녀 교육에 참여할 권리가 있습니다. Northshore는 학부모에게 통역 및 번역 서비스를 무료로 제공합니다. 통역 또는 번역이 필요한 경우에는 자녀 학교의 교직원에게 말씀해주시기 바랍니다. Northshore의 언어 서비스에 대한 질문 또는 관심사항이 있는 경우에는 교무실 또는에게 425-408-6014으로 연락해 주십시오.

Образование вашего ребенка имеет большое значение. Являясь родителем / опекуном ученика округа Northshore, вы имеете право на участие в его образовании, в том числе на общение с учителями и персоналом школы по вопросам,

касающимся вашего ребенка. Школьный округ Northshore предлагает родителям бесплатные услуги устного и письменного перевода. Если вам требуется помощь устного или письменного переводчика, сообщите об этом кому-либо из персонала школы, в которой учится ваш ребенок. Свяжитесь с администрацией школы или со по телефону 425-408-6014, если у вас возникнут какие-либо вопросы или трудности со службой переводов Northshore.

Sự giáo dục của con quý vị là rất quan trọng. Là phụ huynh/người giám hộ của học sinh Northshore, quý vị có quyền tham gia chương trình giáo dục của con mình, gồm có việc liên lạc với giáo viên và nhân viên liên quan đến con quý vị. Northshore cung cấp dịch vụ thông dịch và biên dịch miễn phí cho phụ huynh. Chúng tôi khuyến khích quý vị nên thông báo cho một nhân viên tại trường học của con quý vị nếu quý vị cần thông dịch viên hoặc tài liệu dịch. Vui lòng liên hệ văn phòng nhà trường hoặc qua số 425-408-6014 nếu quý vị có bất kỳ thắc mắc hay quan ngại nào về các dịch vụ ngôn ngữ của Northshore.

La educación de su hijo(a) es muy importante. Como padre/tutor de un alumno de Northshore, usted tiene derecho a participar en la educación de su hijo(a), esto incluye comunicarse con los profesores y el personal para hablar sobre su hijo(a). Northshore ofrece servicios de traducción e interpretación sin costo para los padres. Si usted necesita un intérprete o una traducción por favor coméntelo con alguien de la escuela donde estudia su hijo(a). Por favor contacte a la dirección de la escuela o a al 425-408-6014 si tiene preguntas o inquietudes relacionadas con los servicios de traducción e interpretación de Northshore.