



ELEVATE

STRATEGIC PLAN

2019-2022



SUPERINTENDENT

Dr. Jane Stavem



*When we Elevate our Purpose, we know where we're going.
When we Elevate our Practice, we get better along the way.*

BOARD OF DIRECTORS

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Director, District 5



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Director, District 4



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Director, District 2



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Director, District 1



Cassandra Sage

Director, District 3



Lake Washington School District

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About This Document

Lake Washington School District is a community of world-class schools located in one of the most beautiful places in the world.

As you travel throughout our district, you'll see amazing scenery with views of mountains, lakes, forests, and rivers. We celebrate and enjoy the diversity of places just as we celebrate and enjoy the diversity of people. With over 100 languages spoken, Lake Washington is truly a global destination for learning.

As we continue on the next phase of our journey, our strategic plan, Elevate, focuses on strategic initiatives that keep us climbing upward, helping us elevate the quality of everything we do to provide the best education in the world for our students.

Our Mission

Each student will graduate prepared to lead a rewarding and responsible life as a contributing member of our community and greater society.

Our Vision

Every Student Future Ready:

- Prepared for College
- Prepared for the Global Workplace
- Prepared for Personal Success

Our Values

From the Boardroom to the classroom, Lake Washington School District is committed to the values that shape our culture.

Focus on Students

To prepare our students we believe that all students must have opportunities to learn a rich curriculum in inclusive classrooms.

Focus on Learning

To continue growing as an organization, everyone must have access to learning opportunities that encourage ongoing growth and development.

Focus on Connections

To engage our community, our district must be focused on strong partnerships, outstanding service, and clear communication.

Focus on Results

To be the best school district in the world, we are committed to high quality implementation of practices that produce positive change and sustainable transformation.

ELEVATE PRIORITIES

The strategic priorities are the outcomes of a collaborative process with staff, students, and the community. Their feedback helped us prioritize key initiatives and indicators that set the direction of our district work for the next three years.

We elevate everyone and everything in Lake Washington as we focus on:

SUCCESS

We set high expectations and provide support to help students and staff grow every year.

WELL-BEING

We create safe, welcoming, and inclusive places to learn for students and staff.

ENGAGEMENT

We engage students, families, and community partners to improve student outcomes and build trust.

EXCELLENCE

We ensure organizational responsibility through the effective use of resources and systems that align with district values and strategic priorities.

INNOVATION

We encourage new ideas that embrace creativity and reimagine teaching and learning.

EQUITY

We increase equitable outcomes by addressing barriers to engagement and success.



ACADEMIC SUCCESS

We believe that every student can learn and achieve at high levels, and it is our responsibility to help each student learn, grow, and be challenged. Our commitment to success for every student is rooted in the ideals of opportunity, equity, and inclusion.

Initiatives

- Culturally Responsive Teaching
- Multi-Tiered Systems of Support - Academics (MTSS-A)
- Career, Technical, and College Pathways
- Integrated Instructional Technology
- Inclusive Early Learning
- Innovative Learning Opportunities



Culturally Responsive Teaching

Train all staff members to understand and implement strategies that support culturally responsive classroom environments, relationships, and teaching.



We increase equitable outcomes by addressing barriers to engagement and success.

Multi-Tiered Systems of Support - Academics (MTSS-A)

Support school leadership and teacher teams to:

- Use assessments to measure and monitor student growth
- Use evidence-based interventions for literacy and math
- Improve instruction and accelerate learning
- Develop equitable and inclusive school communities

Provide training on specific evidence-based instructional strategies and curriculum resources to support all students and close achievement gaps.

Design a multi-year plan to increase inclusionary practices so all students, including students with disabilities, have access to core curriculum and supports for academic and social success.





Career, Technical, and College Pathways

Expand comprehensive career and technical course pathways including middle school exploration.

Increase dual credit course offerings and connections to higher education opportunities.

Expand opportunities for career-connected learning such as internships and youth apprenticeships in high schools and the 18-21 Transition Academy program.

Align advanced course offerings and pathways in middle and high schools for content and equitable student access and preparation.

Integrated Instructional Technology

Train all staff on leveraging digital integration strategies to transform student learning.

Implement new instructional technology to improve learning:

- 1:1 mobile devices in 5th grade
- SMART Interactive Panels P-12
- Accessibility
- Microsoft Tools

Inclusive Early Learning

Expand and enhance inclusive preschool programming.

Expand inclusive practices through ongoing training.



We encourage new ideas that embrace creativity and reimagine teaching and learning.



Innovative Learning Opportunities

Identify and expand innovative learning experiences and curriculum in specific areas, including, but not limited to:

- Computer Science and Coding
- Science, Technology, Engineering, and Mathematics (STEM)
- Fine Arts
- Dual Language

Identify and expand learning experiences, opportunities, and curriculum resources in all content areas.

Engage with national networks of school districts to learn from model programs and practices that enhance teaching and learning.

Increase the strategic partnerships with organizations that enhance core curriculum.

PROGRESS INDICATORS

- Percent of K-2 students meeting end-of-year benchmark in reading
- Percent of students meeting state standards in Math and English Language Arts in grades 3, 5, 8, 10
- Percent of students completing advanced coursework
- Percent of students graduating
- Percent of students in a post-secondary career or education institution within 2 years of graduation



WELL-BEING

We believe that all students must be safe and feel a sense of belonging if they are to succeed. It is our responsibility to create safe and inclusive learning communities in every school where every student and family is valued and welcomed.

Initiatives

- Multi-Tiered System of Support - Behavioral, Social and Emotional Support (MTSS-B)
- School Equity Teams
- Security and Emergency Preparedness
- Cyber-Security
- Activities and Athletics



Multi-Tiered System of Support - Behavioral, Social, and Emotional Support (MTSS-B)

Implement and provide training for social and emotional learning (SEL) curriculum K-12.

Implement Positive Behavior Intervention and Support (PBIS) teams and structures in every school.

Build capacity through fiscal and human resources to focus on prevention, intervention, and response to students' social emotional needs. Specifically: social emotional learning, student mental health, drug and alcohol use, and suicide prevention.

Develop partnerships with community agencies to provide support to families in transition or crisis.

School Equity Teams

Implement School Equity Teams to review school-level practices and data, and provide guidance to the school/community around improving equity efforts.

Security and Emergency Preparedness

Ensure uniform safety and security protocols are established for all schools.

Provide consistent training on systems to support crisis response.

Offer parent and community learning opportunities to understand and prepare for crisis situations.

Collaborate with community leaders and agencies to ensure effective systems of emergency response.

Cyber-Security

Implement a comprehensive digital citizenship curriculum in all grades.

Continue identifying additional tools and protocols to enhance district network security and protect district data and user privacy.

Provide information and training for families to understand and oversee the use of student devices.

Activities and Athletics

Expand opportunities for student participation in activities and athletics to promote belonging and wellness.

Identify additional student activities that meet the needs of a diverse community.

PROGRESS INDICATORS

- Percent of students and families reporting they feel a sense of safety and belonging at school
- Percent of students reporting social awareness and emotional regulation skills
- Percent of students avoiding exclusionary discipline and chronic absenteeism
- Percent of affirmative items on annual safety audit



COMMUNITY ENGAGEMENT

We believe that strong communities build strong schools, and strong schools build strong communities.

Initiatives

- District Equity Team
- Culturally Responsive Family Engagement
- Strategic Partnerships
- Family and Community Feedback Processes



District Equity Team

Develop and sustain a diverse team of staff, parents, and community members to enhance and improve the district's efforts to ensure academic success for all students by closing opportunity gaps for students and providing equitable and inclusive working and learning environments for students, families, staff, and communities.

We engage students, families, and community partners to improve student outcomes and build trust.

Culturally Responsive Family Engagement

Establish cultural family liaisons to provide outreach services to families that contribute to school success, and to advocate for families who are underrepresented.

Develop and expand Natural Leaders Program.

Expand access to interpretation and translated information.

Establish a district family welcome center that serves as a hub for information, education, and support.

Develop specific strategies to engage families who are new to the district and provide consistent, accessible information, and support.

Strategic Partnerships

Engage strategic partners to increase opportunities for students and staff, maximize local resources that embody world-class innovation to provide new visions for learning and add expertise and experience to enhance curriculum and student opportunities at all levels.

Develop and expand partnerships with local governments and community-based organizations to identify mutually beneficial opportunities to address the needs and priorities of our communities.

Family and Community Feedback

Identify and utilize technology-based strategies to gather ongoing input and feedback from students, parents, community, and staff.

Expand the use of live community engagement strategies on topics that are relevant to the success of our students and of interest to our community.

Utilize collaborative communication models to provide opportunities to listen and learn from students, families, and community groups.

PROGRESS INDICATORS

- Percent of students, families, and staff reporting that LWSD provides equitable and inclusive working and learning environments
- Percent of families who indicate that they regularly receive useful information from LWSD
- Percent of community members who indicate that LWSD effectively gathers feedback on important issues



EXCELLENT STAFF

We believe that each employee in our district plays a vital role in contributing to the success of our students. We value all the professionals within our organization and are committed to ensuring that we support and develop a high quality and diverse workforce.

Initiatives

- Workforce Diversity
- Recruitment and Retention
- Professional Learning



Workforce Diversity

Develop strategies to recruit and hire diverse candidates through programs, supports, and strategies including:

- Alternate Route to Certification Program to support classified employees becoming teachers
- Focused outreach to community groups, students of color, affinity groups and other networks of current and future educators of color
- Develop and expand the high school Teacher Education Academy (TEA)ch Program, which uses the Recruiting Washington Teachers Program model to develop pathways from Lake Washington schools into careers in teaching

Develop internal and external programs to actively support, develop, mentor, and retain a diverse staff.

Recruitment and Retention

Develop new strategies to streamline, support, and simplify processes for recruiting new staff members.

Identify strategies to recruit and hire the most highly-qualified employees.

- Moving hiring timelines earlier in the calendar year
- Developing support for credentialing, adding endorsements, and applying to the district
- Providing professional development opportunities to potential and future district employees

Explore new strategies that encourage employee retention and longevity.

Professional Learning

Build internal capacity for staff to obtain additional experience and advanced skills.

Fully implement the professional learning management system (PLMS).

Provide training and support for district staff in the areas of:

- Equity and inclusion
- Cultural competency
- Innovative practices and mindsets
- Instructional technologies

Provide training for all paraeducators and instructional assistants in the areas of:

- Supporting instruction
- Professionalism and ethics
- Supporting a positive and safe learning environment
- Communicating effectively and participating in team processes
- Cultural competency

PROGRESS INDICATORS

- Percentage increase in diversity of certificated, classified, and administrative applicants and hires
- Percent of teachers, administrators, and classified staff retained annually
- Percent of staff reporting professional development supports their work



EFFECTIVE USE OF RESOURCES

We believe that using our resources responsibly and strategically will result in success for our students. As a publicly-funded organization, we must be efficient and effective in our use of public resources to ensure and maintain trust.

Initiatives

- Facilities and Technology Systems
- Transportation Systems
- Fiscal Responsibility



We ensure organizational responsibility through the effective use of resources and systems that align with district values and strategic priorities.

Facilities and Technology Systems

Expand community partnerships to create spaces to accommodate our growing student population.

Explore non-traditional options for district space needs, training spaces, and offices.

Develop community partnerships for shared spaces and facilities with local jurisdictions.

Continue to explore additional innovative school models and programming, including the effective use of space and emerging technologies for student learning.

Explore web-based solutions for facility management to maximize the use of public spaces.

Convene facilities task force to determine future school/program needs and opportunities.

Continue building and strengthening district technology systems to support district operational and strategic work.

Transportation Systems

Enhance transportation systems to ensure communication, safety, and efficiency.

Explore alternative modes of transportation to accommodate staff and students, and increase accessibility to programs and services.

Fiscal Responsibility

Continue to maintain the highest degree of fiscal responsibility and financial stability in line with the Meritorious Budget Award Criteria.

- Aligned resources
- Accessible information
- Accountable planning

PROGRESS INDICATORS

- Percent of community members who indicate that LWSD uses resources effectively and practices sound financial management
- Percent of district bus routes with on-time student pickup and drop-off
- Percent of students and families reporting satisfaction with district transportation services
- Receipt of the Meritorious Budget Award
- Percent of bond rating agencies that rate the district's credit as AAA, AA+, or better

DISTRICT OVERVIEW

Lake Washington School District (LWSD) is located between Lake Washington and the Cascade Mountains. The district is east of Seattle and covers 76 square miles. LWSD is the public school district for the cities of Kirkland, Redmond, and about half of Sammamish. Some Bellevue, Bothell and Woodinville residents also attend our schools.

STUDENT ENROLLMENT

Student Enrollment, October 2018

Elementary School

14,961

Middle School

7,069

High School

7,957

Total: 29,987

NUMBER OF SCHOOLS

October 2018 (Reference: LWSD About Us + new middle school)

33

Elementary Schools (grades K-5)

14

Middle Schools (grades 6-8)

9

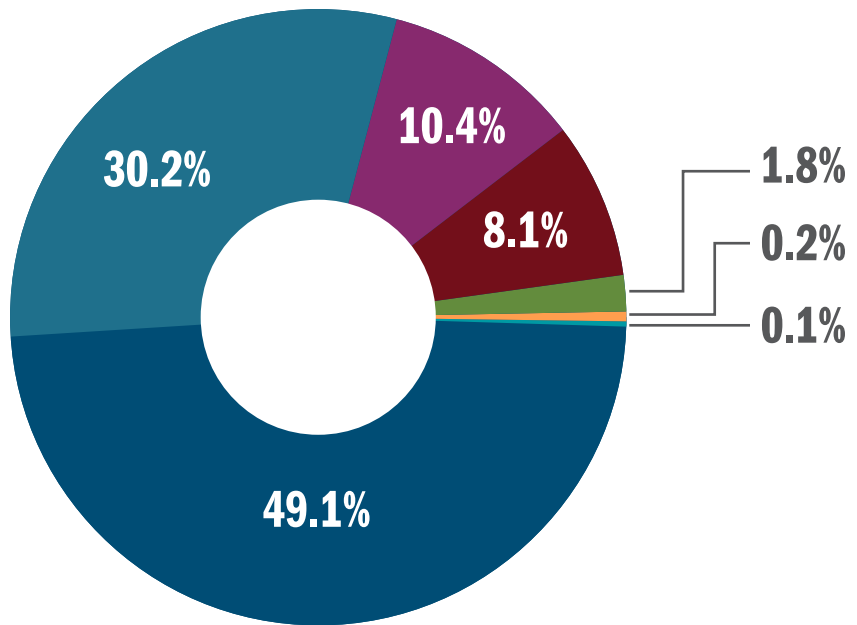
High Schools (grades 9-12)

Note: grade levels may vary in choice schools. Schools that serve more than one grade level are counted in each grade level they serve.

STUDENT RACIAL MAKE-UP

Race/Ethnicity: October 2018 (Reference: LWSD About Us)

- 0.2% American Indian/Alaskan Native
- 30.2% Asian
- 1.8% Black/African American
- 10.4% Hispanic/Latino of any race(s)
- 0.1% Native Hawaiian/Other Pacific Islander
- 8.1% Two or More Races
- 49.1% White



Students living in poverty
(% free and reduced)

12%

(Reference: 2017-18 OSPI)

Students receiving
EL Services

10%

(Reference: 2017-18 OSPI)

Students receiving
Special Education Services

12%

(Reference: 2017-18 OSPI)

Nondiscrimination Statement

The Lake Washington School District does not discriminate on the basis of race, color, national origin, sex, disability, age, gender, marital status, creed, religion, honorably discharged veteran, military status, sexual orientation, gender expression, gender identity, the presence of any sensory, mental or physical disability, or the use of a trained guide dog or service animal by a person with a disability, in its programs and activities, and provides equal access to the Boy Scouts and other designated youth groups.

The following employees have been designated to handle questions and complaints of alleged discrimination:

Civil Rights Coordinator

Director of Human Resources
16250 NE 74th Street
Redmond, WA 98052
(425) 936-1266
civilrights@lwsd.org

Title IX Coordinator

Director of Athletics and Activities
16250 NE 74th Street
Redmond, WA 98052
(425) 936-1367
titleix@lwsd.org

Section 504/ADA Coordinator

Director of Special Services
16250 NE 74th Street
Redmond, WA 98052
(425) 936-1407
section504@lwsd.org

OSPI School District information:

<https://washingtonstatereportcard.ospi.k12.wa.us/ReportCard/ViewSchoolOrDistrict/100127>

District Website information:

<https://www.lwsd.org/about-us>



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