



**Edmonds  
School District**

# 2021–2026 Strategic Plan







# Our Vision and Commitment

Equity, engagement, and excellence for each and every student.

## Equity

We remove institutional barriers to ensure every student has equitable access to a rigorous, safe, inclusive education. We provide pathways to opportunity for each student, regardless of what direction they might choose in life.

## Engagement

We work with our families, staff, and community members to promote the learning, development, and well-being of every student.

## Excellence

We help students learn to define and achieve their own success. We commit to developing the whole student by building and sustaining each individual's academic, social, and emotional skills so they graduate with a range of options.



# Our Mission

**Our mission is to advocate for each and every student by providing learning environments that embrace their cultural and linguistic diversity as an asset that will prepare them for success as lifelong learners and responsible world citizens.**

## Our Commitment to Actions that Align With Our Mission

**Our students are the reason behind everything we do. We prioritize students by creating a sense of belonging. Belonging is not just fitting in, but thriving in. We believe that education works best when every student can show up as exactly who they are, feel a sense of place and purpose, and have every opportunity for success in life. When students feel they belong, they can maximize their personal, creative, and academic potential to become lifelong learners and responsible world citizens.**

**We will ensure equity for each and every student by providing access, inclusion, and opportunity to experience belonging and academic success.**

**We will center the needs of students in our district strategic plan and our school improvement plans in a way that affirms our commitment to each and every student.**

**We will implement a continuum of instruction and support to ensure we meet each and every student where they are on their educational journey and set them up for success.**

**We will provide high-quality culturally affirming instruction and create spaces of belonging for each and every student.**







## Background of the Strategic Plan

The Edmonds School District 2021–2026 Strategic Plan lays a path for how our district will achieve equity, engagement, and excellence for each and every student. Our plan outlines specific goals with a focus on students first as well as our commitment to and collaboration with our staff, families, and the larger community. It also includes performance indicators to keep our focus on equity and continuous improvement and ensure we achieve these goals.

Before creating the strategic plan, the district hosted multiple listening and work sessions with students, staff members, families, community members, and the Edmonds School District Board of Directors. Feedback from these sessions contributed to the development of the goals, performance indicators, and strategies in this strategic plan.



# GOALS AND PERFORMANCE INDICATORS

Strategic Goals	Performance Indicators
<p><b>Goal 1. For our students</b></p> <p>Build and sustain an instructional system that promotes a learning culture of high expectations, belonging, and belief in all students. Each and every student graduates ready for success at the next level in school, career, and global citizenship.</p> <p>Performance indicators will be reported for all students, by grade level, school, and student groups (race/ethnicity, gender, multilingual status, special education eligibility, highly capable, and socioeconomic status).</p>	<p><b>Student belonging, engagement, and school discipline</b></p> <ul style="list-style-type: none"><li>▶ Percentage of students who report a sense of belonging in their school</li><li>▶ Percentage of students who report positive relationships with teachers</li><li>▶ Percentage of students with greater than 90 percent attendance</li><li>▶ Percentage of students who receive one or more in-school suspensions, out-of-school suspensions, and expulsions</li><li>▶ Average number of suspension or expulsion days per student</li></ul> <p><b>Kindergarten readiness</b></p> <ul style="list-style-type: none"><li>▶ Percentage of kindergarten students that meet all six kindergarten readiness skills</li></ul> <p><b>Student achievement</b></p> <ul style="list-style-type: none"><li>▶ Percentage of students in grades K–8 who are at or above grade level in reading</li><li>▶ Percentage of students in grades K–8 who are at or above grade level in mathematics</li><li>▶ Percentage of students in grade 10 who are at or above grade level in mathematics</li></ul> <p><b>Grade level on-track and graduation rates</b></p> <ul style="list-style-type: none"><li>▶ Percentage of students on track for graduation<ul style="list-style-type: none"><li>▷ Percentage of students on track for credits earned in grades 9–12</li><li>▷ Percentage of students who completed Algebra 1 by the end of grade 8</li><li>▷ Percentage of students who completed Algebra 1 by the end of grade 9</li></ul></li><li>▶ Percentage of students enrolled in Advanced Placement, college preparation, and International Baccalaureate courses</li><li>▶ Percentage of students graduating (4 years)</li><li>▶ Percentage of students graduating (extended time)</li><li>▶ Percentage of students who drop out</li></ul>

Strategic Goals	Performance Indicators
<p><b>Goal 2. For our staff</b></p> <p>Provide enrichment, training, and professional development for all staff members to develop and implement the conditions that empower students to grow, thrive, and achieve each year.</p> <p>Performance indicators will be reported for all employees, by position type, school level, race/ethnicity, and multilingual status.</p>	<p><b>Training and professional development</b></p> <ul style="list-style-type: none"> <li>▶ Number of events and professional development hours provided by topic</li> <li>▶ Number and percentage of eligible staff members who participated in training and professional development by topic</li> <li>▶ Percentage of participants who reported their training was engaging, relevant, and useful</li> </ul> <p><b>Diversity of staff members</b></p> <ul style="list-style-type: none"> <li>▶ Number and percentage of certified and noncertified educators who identify as a person of color and/or multilingual</li> </ul> <p><b>Recruitment, retention, and support</b></p> <ul style="list-style-type: none"> <li>▶ Number of applicants who identify as a person of color and/or multilingual</li> <li>▶ Number and percentage of staff members retained</li> <li>▶ Number and percentage of staff members who report work satisfaction on employee survey</li> <li>▶ Number and percentage of employees who participated in Beginning Educator Support Team</li> </ul>
<p><b>Goal 3. For our families and the community we serve</b></p> <p>Embrace reciprocal partnerships with our families to meet them where they are and honor and respect their cultural and lived experiences. Communicate and partner with community members so they understand their role in supporting the students in our district.</p>	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>▶ Number and percentage of families who report satisfaction with access, easy use, translations, timeliness, and usefulness of communication from their school and district</li> <li>▶ Number and percentage of users who are interacting with communication tools</li> <li>▶ Number and percentage of families who participated in creation of their student’s personal education plan</li> <li>▶ Number of community partnerships</li> </ul>

## Strategic Goals

### Goal 4. For our district

Align the Edmonds School District as a system to best meet the needs of our students, staff, families, and community.

## Performance Indicators

### Communication plans and development of district systems

- ▶ Communicate the following information about district systems in multiple ways:
  - ▷ 2021–2026 Strategic Plan progress reports
  - ▷ Alignment of best practices within and across departments
  - ▷ Performance indicators and data dashboard
  - ▷ Budget
  - ▷ Bonds and levies
  - ▷ Emergency preparedness

# GOALS, OBJECTIVES, AND STRATEGIES FOR STUDENT SUCCESS

## Goal 1. For Our Students

Build and sustain an instructional system that promotes a learning culture of high expectations, belonging, and belief in all students. Every student graduates ready for success at the next level in school, career, and global citizenship.

Objectives	Strategies
<p><b>1.</b> Create a safe, inclusive learning environment that promotes a sense of belonging for every student each year. Achieve this by providing social and emotional learning and rigorous academic instruction that are culturally and linguistically affirming and match students' learning needs across all grade levels.</p>	<ul style="list-style-type: none"> <li>▶ Use the Equity, Engagement, and Excellence Multi-Tiered System of Support (E3 MTSS) to integrate, align, and organize a continuum of academic, social, and emotional instruction in each school.</li> <li>▶ Adopt and teach rigorous and culturally affirming curricula to meet the cultural, linguistic, and learning needs of our diverse students.</li> <li>▶ Ensure multilingual students have access to academically rigorous and culturally and linguistically affirming core instruction.</li> <li>▶ Ensure every student has equitable access and opportunities to engage in academic pathways that reflect their postsecondary goals.</li> </ul>
<p><b>2.</b> Ensure every kindergarten student is ready for grade 1.</p>	<ul style="list-style-type: none"> <li>▶ Expand internal preschool programming and collaborate with external early learning providers and other partners to develop early learning programming.</li> <li>▶ Evaluate, develop, and implement culturally and linguistically affirming opportunities for students to build kindergarten readiness skills.</li> <li>▶ Develop and implement two-way culturally and linguistically inclusive communication with kindergarten families.</li> </ul>



Objectives	Strategies
<p><b>3.</b> Ensure every student is at or above grade level for math and reading from kindergarten through grade 12.</p>	<ul style="list-style-type: none"> <li>▶ Develop a continuum of aligned academic instruction and support that is systematically and consistently implemented at every school.</li> <li>▶ Develop and implement personalized learning plans for all students in grades K–12 in collaboration with families to keep students at or above grade level.</li> <li>▶ Increase opportunity, access, and achievement for every student across demographic groups (e.g., race/ethnicity, gender, ability, language, culture, socioeconomic status).</li> </ul>
<p><b>4.</b> Increase the overall percentage of students graduating on time to at least 94 percent by 2026.</p>	<ul style="list-style-type: none"> <li>▶ Evaluate the current 24-credit secondary system and develop and implement a plan to increase access and equitable opportunities for all students to graduate.</li> <li>▶ Develop and implement school leadership teams (care teams) that include a focus on student support systems and family communication to ensure that students are on track to graduation.</li> </ul>

## Goal 2. For Our Staff

Provide enrichment, training, and professional development for all staff members to develop and implement the conditions that empower students to grow, thrive, and achieve each year.

Objectives	Strategies
<p><b>1.</b> Provide professional development to staff members on inclusive, equitable, and culturally affirming practices for students and families from diverse backgrounds (e.g., racial, cultural, linguistic, gender, socioeconomic).</p>	<ul style="list-style-type: none"><li>▶ Provide professional development to staff members on inclusive, equitable, and culturally affirming practices for students and families from diverse backgrounds.</li><li>▶ Provide professional development to school leaders on monitoring and supporting implementation of objective 1 practices.</li><li>▶ Diversify staff to reflect the diversity of our student population.</li></ul>
<p><b>2.</b> Increase work satisfaction by supporting staff members in meeting their goals for professional growth and student improvement.</p>	<ul style="list-style-type: none"><li>▶ Provide support to staff members to help them achieve defined student goals and outcomes.</li><li>▶ Develop and implement a plan to assess and respond to staff members' feedback on their work to support students.</li></ul>



## Goal 3. For Our Families and the Community We Serve

Embrace reciprocal partnerships with our families to meet them where they are and honor and respect their cultural and lived experiences. Communicate and partner with community members so they understand their role in supporting the students in our district.

Objectives	Strategies
<p><b>1.</b> Provide timely, accessible, and open communication with families.</p>	<ul style="list-style-type: none"><li>▶ Demonstrate that we understand families and caretakers are the experts when it comes to their children and partner with them to nurture students' academic, social, and emotional growth.</li><li>▶ Develop and implement communication plans that ensure information is shared in multiple formats and languages so that families and community members understand the information, can ask questions, and can share feedback.</li><li>▶ Expand and explore new engagement tools that are inclusive of the diverse cultures and languages of our students and community.</li><li>▶ Provide timely, accessible, and open communication with families.</li></ul>
<p><b>2.</b> Build and maintain trust with our diverse families and communities by showing up, listening, and building relationships as we partner to promote our students' success and our shared commitment to their future.</p>	<ul style="list-style-type: none"><li>▶ Develop and implement a sustainable system and safe spaces for listening, dialogue, and actions that hold us accountable to our families and our communities.</li><li>▶ Develop and implement a sustainable system and space for culturally and linguistically responsive community partnerships.</li></ul>

# ABOUT US

## Our students

**20,933**

PreK-12 students enrolled

**15%**

English Learners

**36%**

Low income

How engaged are our students?

**91%**

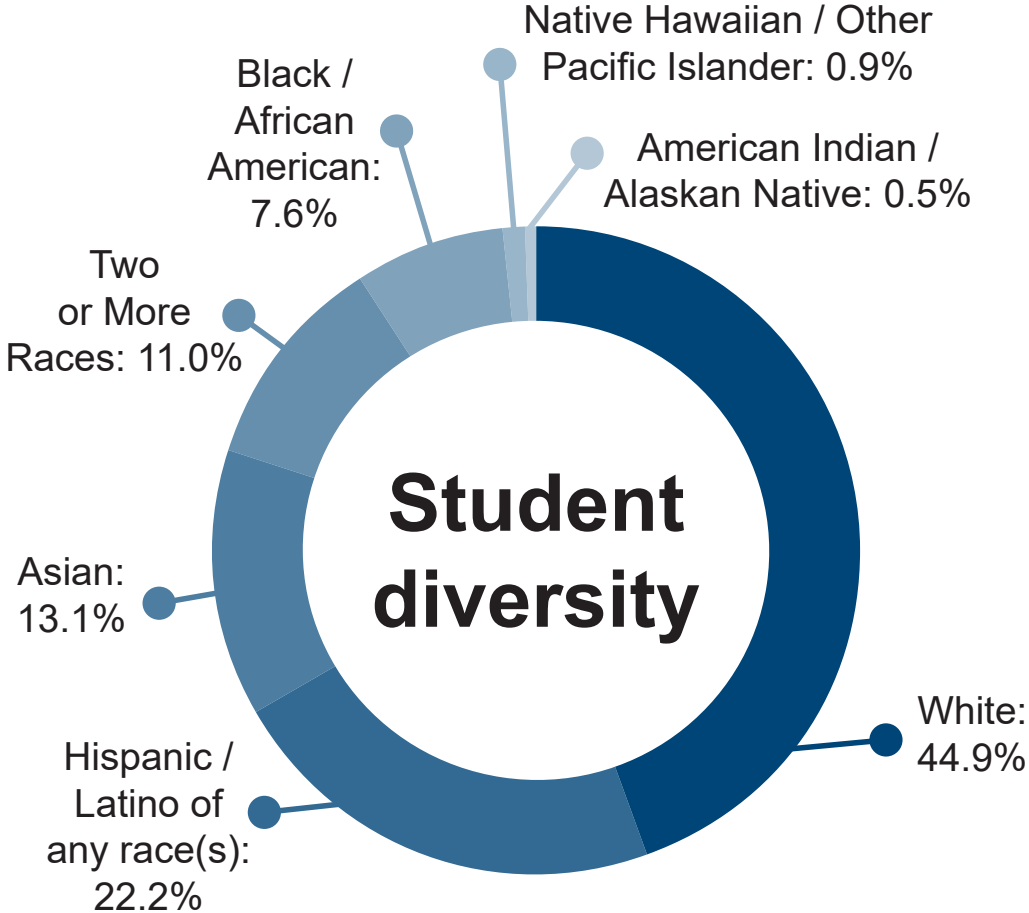
Have regular attendance

**34%**

Have high English Language Arts growth

**36%**

Have high Math growth



**134**

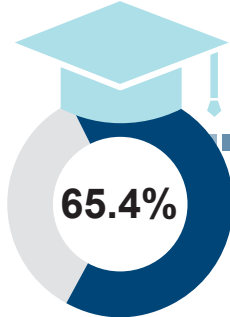
Languages students speak at home



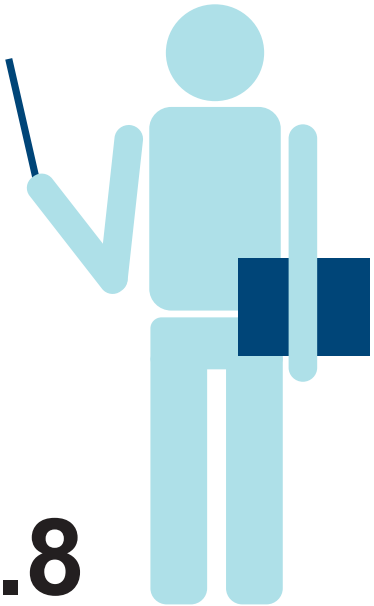
## Our teachers

**1,289**

Number of teachers



Have a master's degree or higher



**14.8**

Average years of teacher experience

More info: [bit.ly/3Sn9vJ1](https://bit.ly/3Sn9vJ1)

OSPI DATA