

Alt for alle barn.

Norwegian



kwən'áŋəətən'
cə ʔuʔxən' cə
s'əy'éŋ'qəʔ ʔaʔ
cə ʔuʔxən'
t'níŋəʔ..

S'Klallam

tiŋ' iŋ' dx^w tiŋ'
bəŋ^w wiŋ'su

Lushootseed



Todo para todos
los estudiantes.

Spanish

All in for All Students



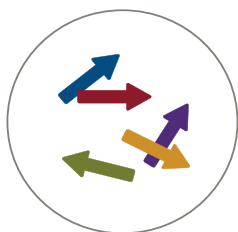
Better Together!

We are excited to introduce you to the 2019 NKSD Strategic Plan!

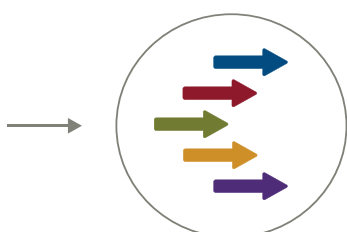
A mentor of mine once told me, "If you don't know where you're going, any road will get you there." This saying holds true in schools, too. Without clearly identified goals and a solid roadmap to achieve them, a school district will struggle to improve outcomes for students. This Strategic Plan was created to intentionally focus our work on four critical student learning outcomes, or goals. The plan also lays out our roadmap, in the form of four Pillars and eight Signature Strategies, by which we will attain these goals.

Our intent is that this Strategic Plan will bring a unity of purpose, or alignment, to our work in North Kitsap School District. It will help us align our people, talents, time, resources, and efforts in the same direction, focused on the same outcomes. When we all work together towards a common goal, moving in the same direction, at the same time, we will see improved outcomes for all students in North Kitsap.

Misalignment



Alignment



During the planning process, students, staff, faculty, parents, and community members contributed their expertise and practical experience to help us ensure that the plan meets the needs of our students and our community. The work was not always easy, and we had many long days of discussion and deliberation. But what soon became very clear is that across every constituent group, there was agreement about what our student outcomes (goals) should be. Embracing and including the diverse voices of our community led to a shared understanding about what we want our students to experience and achieve while in our schools.

Unsurprisingly, we also discovered that educating our students will involve a high level of collaboration across teams in our district and between our district and our community. Quality education thrives on the enduring partnership of all of our stakeholders. That is why the bedrock of our strategic plan is collaboration. It underlies every facet of our roadmap contained inside this plan, and it will be an integral part of how we accomplish our student learning outcomes.

Schools cannot do it alone. The spirit of collaboration that produced this plan is also required for its implementation. Successful implementation will rely upon sustained commitment of all stakeholders in an environment that cultivates trust, respect, new ideas, follow-through, and transparent communication. We invite you to join us in this important work on behalf of our students and our community. All in!

In partnership,
Dr. Laurynn Evans
Superintendent





Who We Are

NORTH KITSAP SCHOOL DISTRICT serves the communities of Poulsbo, Kingston, Suquamish, Keyport, Hansville, Indianola, and Port Gamble. The district is also home to two Sovereign Nations: the Port Gamble S'Klallam Tribe and the Suquamish Tribe.

North Kitsap School District, on the north end of Kitsap Peninsula, covers approximately 110 square miles. The district operates 11 school buildings: six elementary schools, two middle schools, two high schools, and a Choice Academy.

Based on 2018 data from the Washington State Department of Education, 91% of our high school students graduated in 4 years; 52% of all tested students met state standards in Mathematics, while 62% met the standards in English Language Arts. Eighty-five percent (85%) of our students regularly attended school. North Kitsap students have opportunities to take Advanced Placement (AP) courses and to participate in Career and Technical Education (CTE) programs. All students also have access to a variety of extracurricular and co-curricular programs, including music and sports.

North Kitsap teachers average 16 years of teaching experience. Our principals, managers, supervisors, and support staffs provide valuable services to our students, schools, parents, and community members every day.

The North Kitsap School District is governed by a publicly elected five-person Board of Directors.



Our Vision, Our Mission, Our Core Values

Our Vision

Every NKSD student is a confident, competent, creative and compassionate person who is prepared for a world yet to be imagined.

Our Mission

We foster a safe, collaborative, and intentional learning environment where each student is known by name, strength, and need.

Our Core Values

1. We are all in for all students.

- » All means ALL.
- » We are fully committed to growing every child in NKSD.
- » We do whatever it takes, even when it is hard, to unlock the potential in each student.
- » Our students deserve our very best EVERY DAY.
- » We seek to know our students as people and as learners.

2. We model extraordinary care through our words and deeds.

- » Education is an inherently human endeavor, and we are mindful of this in our words and actions.
- » Our collective achievement depends on strong relationships.
- » We care — about one another, about our work, about our goals.
- » Education involves both the heart and the mind.

3. We foster high expectations, continuous growth, and high achievement for everyone.

- » All students can learn and grow.
- » All staff can learn and grow.
- » We hold high expectations — yet we hold high levels of grace.
- » Excellence should not be feared; it should be our aspiration.
- » We do not seek perfection; we seek growth and improvement.

4. We celebrate our diversity, we embrace inclusion, and we respect our local heritage.

- » Our diversity makes us stronger.
- » We recognize and respect the two Sovereign Nations upon whose ancestral lands we live and work.
- » We respect different perspectives, experiences, and viewpoints.
- » We seek to understand. We seek to learn about one another.
- » We build bridges, not walls, to our community.
- » We are enriched by our location, which features a rich tapestry of traditions, cultures, and peoples.

5. There is no limit to “better.”

- » We know that, as the world changes, so must we.
- » We embrace continuous improvement; we strive to improve each and every year.
- » We embrace a growth mindset: “I can’t do it YET.”
- » We embrace innovation, new ideas, or change.
- » All are teachers; all are learners.





Goals and Measures of Student Success

Our Goals articulate our community's commitment to equipping each student with the knowledge, skills, and disposition they will need to actively shape a world yet to be imagined. Together, the four Goals give purpose and direction to decision-making and action in our school system.

Goal #1: Early Foundations



Building a Bright Future

Every student will develop intellectual curiosity; persistence; social-emotional and cultural awareness; and academic skills for continuing success.

- 1.1 Increased percentage of students who demonstrate resilience, engagement in purposeful play, creativity in problem-solving, and prudent risk-taking in learning
- 1.2 Increased percentage of students who meet growth criteria in the developmental domains: social-emotional, physical, literacy development, mathematics, and scientific/technological
- 1.3 Increased opportunities for underserved student populations to achieve success.

Goal #2: Whole Child



Embraced, Empowered, Resilient, Critical Thinkers

Every student will become an active learner and critical thinker, and will develop the self-discipline for peaceful and productive participation in class, school and community.

- 2.1 Increased percentage of students able to advocate for their own learning needs, interests, and aspirations
- 2.2 Increased percentage of students who use 21st century skills — critical thinking, creativity, collaboration, communication — to tackle real-world, interdisciplinary challenges
- 2.3 Increased opportunities for students to model positive behaviors that reinforce their strengths, health, and physical well-being

Goal #3: Success for All Students



Equitable Access and Opportunity

Every student will meet rigorous academic standards, experience fair and effective discipline, and receive timely supports to build successful habits and outcomes.

- 3.1 Increased percentage of students who have continuous access to an advocate, mentor, or counselor
- 3.2 Increased access to rigorous courses, programs, and intervention
- 3.3 Increased proficiency rates for all students, and decreased opportunity gaps among student groups

Goal #4: Future-Ready Graduates



Prepared for Life, Career, and College

Every student will successfully navigate the critical transitions in their schooling and will graduate from high school ready for life, career, college, and productive post-secondary experiences.

- 4.1 Increased percentage of students with access to early intervention
- 4.2 Increased high school graduation rates
- 4.3 Increased percentage of seniors with a Career Plan letter outlining at least one post-high school pathway, such as: trade/technical training, college acceptance, military, industry certification, or professional apprenticeship

All in for All Students

Strategic Plan

Adopted June 2019

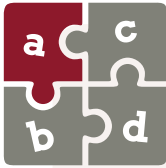
Our Vision

Every NKSD student is a confident, competent, creative and compassionate person who is prepared for a world yet to be imagined.

Our Mission

We foster a safe, collaborative, and intentional learning environment where each student is known by name, strength, and need.

Pillar



Accountable, Culturally Responsive Teaching and Learning

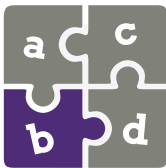
Pillar Focus: Effective instruction for all students.

Through our Signature Strategies, we will:

- A.1 Provide every student with equitable access to a standards-aligned instructional system.
- A.2 Strengthen opportunities for successful learning through student-centered engagement.



Pillar



Strong Relationships with Families and Community

Pillar Focus: Schools can't do it alone.

Through our Signature Strategies, we will:

- B.1 Strengthen parent and community participation through open communication and partnerships.
- B.2 Connect each student with a mentor/advocate and provide work-based learning opportunities.



Collaboration is the bedrock of our Strategic Plan. By engaging all stakeholders in authentic ways, we will transform our community's good intentions into stronger outcomes for all students.

Our **Goals for Student Success** clarify our aspirations for our students. They express our commitment to each student's learning, growth, and success ... from "crayons to career."

Goal #1: Early

Building a B

Every student will develop persistence, social-emotional skills, and academic skills for



Prepared for Life, Career, and College

Every student will successfully navigate the critical transitions in their schooling and will graduate from high school ready for life, career, college, and productive post-secondary experiences.

Goal #4: Future-Ready Graduates

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Colaboración

Collabo

Equitable Access

Every student will meet rigorous standards, fair and effective discipline, and to facilitate successful

Goal #3: Success

Our Core Values

- » We are all in for all students.
- » We model extraordinary care through our words and deeds.
- » We foster high expectations, continuous growth, and high achievement for everyone.
- » We celebrate our diversity, we embrace inclusion, and we respect our local heritage.
- » There is no limit to "better."



Foundations

Right Future

Develop intellectual curiosity,
cultural and cultural awareness,
and continuing success.

Samarbeid



Embraced, Empowered, Resilient, Critical Thinkers

Every student will become an active learner and critical thinker, and will develop the self-discipline for peaceful and productive participation in class, school and community.

Goal #2: Whole Child

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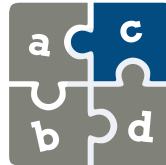
and Opportunity

Meet academic standards, experience
and receive timely supports
and habits and outcomes.

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s for All Students

Pillar



Safe, Trusting Climate for Learning and Work

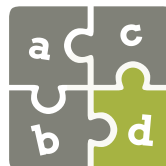
Pillar Focus: Managing the whole.

Through our Signature Strategies, we will:

- C.1 Nurture a climate of trust, mutual respect, fair and equitable treatment, and open communication.
- C.2 Enhance the physical, social-emotional, and academic well-being of students and adults.



Pillar



Effective, Caring Teachers, Leaders, and Staff for Every Student

Pillar Focus: Investing in people.

Through our Signature Strategies, we will:

- D.1 Attract, develop, and retain a diverse, talented workforce.
- D.2 Strengthen knowledge, skills, and effectiveness of our staff through continuous professional development and support.



The **Four Pillars** are the building blocks of our work; they provide a coherent framework for implementation. The Pillars define the capabilities we must develop to ensure effective instruction and an empowering infrastructure.

The **Signature Strategies** are specific high-leverage programs, processes, and initiatives we must implement well and monitor continuously to achieve our goals. The Signature Strategies are aligned to our Four Pillars.

Our Four Pillars and Signature Strategies

Our Goals articulate the outcomes we want for our students, the ends we seek. Our Four Pillars and Signature Strategies represent the means to the ends.

The Four Pillars define the most important competencies or “internal muscles” that we must develop in order to achieve our goals; they are the building blocks for *organizing* our work at every level of our school system. The Signature Strategies — which are aligned to the Four Pillars — are *specific* high-leverage actions, processes, programs, or initiatives that we must execute well day-to-day.

Ultimately, however, success rests on sustained collaboration among stakeholders. Through collaboration, we mobilize the knowledge, skills, and energy of all North Kitsap stakeholders.

Pillar



**Accountable,
Culturally Responsive
Teaching and Learning**

Pillar Focus: Effective instruction for all students.

Our instructional vision involves: ensuring that all students have equitable access to a rigorous, standards-based, and relevant curriculum; implementing instructional and assessment practices that are fair and culturally affirming; offering timely intervention and supports; fostering continuous growth for every student; and cultivating high standards of professional accountability among all practitioners.

Consistent with this instructional vision, we will implement the following Signature Strategies:

**A.1
Instructional Fundamentals**

Provide every student with equitable access to a standards-aligned instructional system, including: viable and guaranteed curriculum; fair and reliable assessments; consistent instruction and relevant instructional materials; timely intervention and enrichment; and equitable access to resources for effective instruction.

**A.2
Student-centered
Engagement and Teaching**

Strengthen each student’s opportunity for successful learning by: developing student-teacher relationships that communicate extraordinary care; embracing student voice in goal-setting and progress monitoring; leveraging students’ background and interests; and delivering regular authentic feedback to students, parents, and caregivers.

Pillar



**Strong Relationships
with Family and
Community**

Pillar Focus: Schools can’t do it alone.

We believe that parents and caregivers are vital partners in our mission to educate every student at high levels. Therefore, we will encourage and welcome their involvement.

Furthermore, we will continually invest in partnerships with community members and organizations to expand learning opportunities for students and to foster respect and appreciation for our rich local heritage and history.

Consistent with this viewpoint, we will implement the following Signature Strategies:

**B.1
Parent Participation
and Community Commitment**

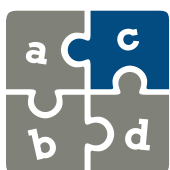
Strengthen parent and community support by: embracing the parent’s voice in decisions that directly affect their child and their school; opening communication in the family’s home languages; creating and implementing an effective process for mobilizing community volunteers and partnerships; and prioritizing sound stewardship of public resources.

**B.2
Mentorship and Internship**

Cultivate high standards for academic and social-emotional growth by connecting each student with a mentor or advocate, and partner with businesses and community organizations to provide work-based internships and apprenticeships prior to high school graduation.



Pillar



**Safe, Trusting
Climate for Learning
and Work**

Pillar Focus: Managing the whole.

Trust is the foundation for accomplishing anything — a precondition for sustaining the culture of equity, diversity, and inclusion that we cherish. Therefore, our school system will nurture an atmosphere of open communication, informed participation, mutual respect, and courageous, principled action among stakeholders.

A feeling of physical and emotional safety is a primal need for students, staff, families, and our community as a whole. It is the starting point for effective teaching and successful learning in every part of our school system. Therefore, we will continuously invest in our school facilities, and provide ongoing training for all stakeholders regarding ways to make the environment safer and conducive to learning and work for all.

Consistent with this position, we will implement the following Signature Strategies:

C.1 A Climate of Trust

Nurture a climate of trust through: mutual respect, transparency in decision-making, collaboration among stakeholders, fair and equitable treatment, relevant training and social-emotional supports, and timely follow-through.

C.2 Student and Adult Wellbeing

Enhance the physical, social-emotional, and academic well-being of students and adults through: reinforcing clear standards of conduct for all; ensuring clean and welcoming facilities; establishing and executing security measures in each school; and providing equitable maintenance and upkeep of our schools.

Pillar



**Effective, Caring
Teachers, Leaders and
Staff for Every Student**

Pillar Focus: Investing in people.

We believe in attracting, developing, and retaining talented, committed, and diverse staff in every part of our school system.

We will maintain clear standards of professional practice and accountability, and will provide continuous learning opportunities for every teacher, every leader, and every staff member, so that – in time – they achieve mastery of their craft.

Consistent with these convictions, we will implement the following Signature Strategies:

D.1 Continuous Professional Learning

Develop a culture of professional mastery, team learning, and leadership for results through clear standards of professional effectiveness, differentiated professional development, data-informed cycles of inquiry, and system-wide process for recruiting, developing, and retaining diverse and talented teachers, leaders, and staff.

D.2 Capacity-building in Core Practices

Provide ongoing professional development, collaboration time, and appropriate materials to strengthen staff knowledge, skills, and effectiveness regarding: student-teacher relationships, culturally responsive instruction, social emotional learning, academic and behavioral intervention, critical and creative thinking, professional learning communities, and using data to improve professional practices and student learning.

Ensuring Disciplined Implementation

Developing a results-focused plan represents the first step toward realizing desired outcomes for students. However, without disciplined implementation, a plan flounders and may fail to realize its promise.

Getting things done well demands discipline! Accomplishing the vision and goals of a strategic plan often requires a shift in the organization's culture. These **cultural shifts** include:

- » **Annual plans:** Realigning annual school improvement plans and district-level operating plans to reflect the strategic plan.
- » **Strategic resource allocation:** Reallocating people, time, and money equitably, based on the strategic plan's priorities.
- » **Metrics and celebration:** Establishing clear metrics to monitor progress regarding student learning and professional practices, and keeping all stakeholders motivated and engaged.
- » **Capacity-building:** Investing in continuous professional learning that boosts the effectiveness of all staff.
- » **Leadership for results:** Building a cadre of leaders at every level to shepherd the journey long-term and to ensure that priorities are implemented and achieve results.



For North Kitsap School District, the early-implementation phase (Year 0) will include these action steps:

1. Gathering baseline data about the measures of student progress and assessing the current state of the Signature Strategies.
2. Defining the key metrics that will be monitored consistently, and developing a dashboard for communicating progress.
3. Updating the school-level and district-level annual planning processes.
4. Outlining a roadmap toward strengthening the instructional core, including an aligned assessment system.
5. Detailing progress milestones for implementation Year 1 and Year 2.
6. Identifying the processes and infrastructure that will help us implement the plan and attain our goals.

Supporting Tangibles with Intangibles

Tangible guidelines are more likely to succeed if they're complemented by intangibles – such as making connections for staff, leaders, and stakeholders; nurturing the heart; and being mindful of what can reasonably be accomplished with the available resources. Leadership consistency with these intangibles reflects the Core Values of North Kitsap School District, specifically, fostering high expectations and high achievement while modeling extraordinary care through our words and deeds.

Members of the Planning Teams

Core Planning Team

Amanda Goodman	<i>Certificated</i>
Amelia Sinapole	<i>Student</i>
Ardis Morrow	<i>Community Member</i>
Averil Story	<i>Certificated</i>
Brad Anderson, M.D.	<i>Parent</i>
Breana Martinez	<i>Parent</i>
Bridgit Reichel	<i>Certificated</i>
Catherine Lewis	<i>Parent</i>
Chris Miller	<i>Parent / Suquamish Tribe</i>
Christopher Carthum	<i>Student</i>
Clara Kehoe	<i>Student</i>
Craig Barry	<i>Certificated</i>
Daron Jagodzinske	<i>Parent</i>
Dave DiPrete	<i>Certificated</i>
Dawn Pryde	<i>Parent</i>
Debbie Deering	<i>Certificated</i>
Debbie Jo Rock	<i>Certificated</i>
Denise Clark	<i>Support Staff</i>
Diana Cash	<i>Certificated</i>
Doug Brown	<i>Support Staff</i>
Dr. Aaron Darnton	<i>NUWC Div., Keyport</i>
Elisa Garcia	<i>Support Staff</i>
Eric Cordova	<i>Student</i>
Erin Landvatter	<i>Certificated</i>
Flo Ferguson	<i>Support Staff</i>
Glen Robbins	<i>NKSD Board</i>
Heather Ben-Judah	<i>Certificated</i>
Ingrid Burchall	<i>Student</i>
Jack Simonson	<i>Certificated</i>
Jackie Logan	<i>Support Staff</i>
Jan Kragen	<i>Certificated</i>
Jason Rhoads	<i>Support Staff</i>
Jenn Markaryan	<i>Support Staff</i>
Jerrine Gabrio	<i>Certificated</i>
Jody Fassett	<i>Parent</i>
Joe Hulsey	<i>Community Member</i>
Kamora McMillian	<i>Student</i>
Kari Decoteau	<i>Community Member</i>
Karly Rojas	<i>Student</i>
Katelyn Leonard	<i>Certificated</i>

Kathy (Mary) Eidsmoe	<i>Support Staff</i>
Kaylee Meade	<i>Student</i>
Kelly Krantz	<i>Certificated</i>
Kelly Sullivan	<i>Community Member</i>
Kelvin Gardner	<i>Student</i>
Kori Henry	<i>Support Staff</i>
Laura Ramsey	<i>Support Staff</i>
Laurynn Evans	<i>Certificated</i>
Lisa Gray-Fritz	<i>Certificated</i>
Maria Carlos	<i>Community Member</i>
Mary Fox	<i>Community Member</i>
Matthew Ives	<i>Community Member</i>
Megan Sawicki	<i>Certificated</i>
Melissa Olson	<i>Support Staff</i>
Michael Olsen	<i>Certificated</i>
Michele Good	<i>Certificated</i>
Michele Laboda	<i>Community Member</i>
Montana Thoroughman	<i>Student</i>
Pat Bennet-Forman	<i>Community Member</i>
Peggy Dunbar	<i>Certificated</i>
Penny Therrien	<i>Certificated</i>
Siri Reinbold	<i>Certificated</i>
Stacy Loverich	<i>Certificated</i>
Stephanie Stewart	<i>Certificated</i>
Susan Ray	<i>Support Staff</i>
Tania Issa	<i>Parent</i>
Terri Marshall	<i>Certificated</i>
Tim Garrison	<i>Certificated</i>
Yolanda (Michelle) Thompson	<i>Parent</i>

Alignment Team

Becky Erickson	<i>City of Poulsbo Mayor</i>
Leonard Forsman	<i>Suquamish Tribe</i>
Jeromy Sullivan	<i>S'Klallam Tribe</i>
Rob Gelder	<i>Kitsap County Commissioner</i>
Rick Eckert	<i>NKSD Board</i>
Cindy Webster-Martinson	<i>NKSD Board</i>
Beth Berglund	<i>Kingston Citizens Advisory Council (KCAC)</i>
Chris Gilbreath	<i>Kingston Citizens Advisory Council (KCAC)</i>
Marty Cavaluzzi	<i>Olympic College</i>
Lynnette Ladenburg	<i>Martha & Mary</i>
Linda Fyfe	<i>Village Green & Kingston Chamber</i>
Meredith Green	<i>Kitsap County Treasurer</i>
Audrey Wolf	<i>Olympic College Foundation</i>
Bill Carlson	<i>Keyport (Bangor Base)</i>
Jono Saunders	<i>Port of Poulsbo</i>
Greg Englin	<i>Port of Kingston</i>
Stephanie Parker	<i>ESD Board</i>
Ken Thomas	<i>Poulsbo City Council</i>



More than 70 people served on the Core Planning Team, including students, parents, teachers, staff, administrators, community members, and board members. Students had an opportunity to share their perspectives through online surveys or focus groups; all teachers and staff participated through “reality check” feedback sessions at each school site; community members participated in two community forums; and leaders in local government, business, higher education, community-based organizations, and public schools shared their perspectives through the Alignment Team that met five times during the planning process.

North Kitsap School District

The North Kitsap School District's Strategic Plan is a reaffirmation of our community's long-standing commitment to all students.



Successful implementation of the plan depends on all of us remaining **All in for All Students**.

.....

Dr. Laurynn Evans, *Superintendent*

Board of Directors:

District 1: **Rick Eckert**, *Vice President*

District 2: **Jim Almond**

District 3: **Beth Worthington**

District 4: **Glen Robbins**

District 5: **Cindy Webster-Martinson**, *President*

5,700 Students

- » 4.4% American Indian/Alaskan Native
- » 3% Asian
- » 0.9% Black
- » 14.3% Hispanic/Latino
- » 0.4% Native Hawaiian/Other Pacific Islander
- » 11.4% Two or More Races
- » 65.5% White
- » 35% Low Income
- » 15.4% Students with Disabilities
- » 4% English Language Learners
- » 11.0% Military Families

11 Schools

- » 6 Elementary Schools
- » 2 Middle Schools
- » 2 High Schools
- » 1 Choice Academy



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