

The background features three stylized human figures. The leftmost figure is orange, the middle one is light blue, and the rightmost one is light purple. Each figure has a circular head and two arms raised in a 'V' shape, suggesting a gesture of celebration or support. The figures are positioned behind the text.

# The What and The Why

Strategic Plan – Student Success

October 26, 2023

Workgroup Agenda

# Strategic Plan

Student Experience / Academics

1

Framing the Work

2

Activation Activity

3

Preparing Mindset

4

Connection to OEs and Results



WELCOME COMMITTEE MEMBERS

Introduce yourself by sharing **Your Name and Role** as a representative on the committee



# Group Conditions



- Center our work on positive outcomes for students
- Make space and take space
- Focus on asset-based language
- Calling in vs. calling out

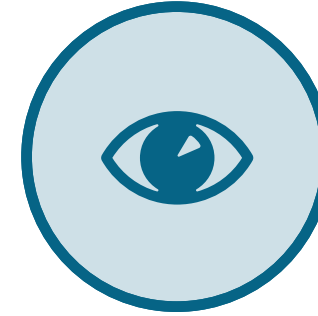


# LWSD Mission and Vision: Results 1



## 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



Equipping every student for a successful future

# LWSD School Board Coherent Governance

## Results and Operational Expectations

### Results and Operational Expectations

- Policy
- Interpretation
- Indicators
- Evidence
- Monitoring

What behaviors or skills might be LWSD need to successfully realize these results and expectations?

# Results-1 - Interpretation

*Students must have opportunities to learn a rich curriculum in inclusive classrooms and have access to learning opportunities that encourage ongoing growth and development. Every student learns and achieves at high levels, and it is our responsibility to help Each student learn, grow and be challenged while they acquire knowledge and skills that will help them to be successful in an ever-changing world. Students must be equipped to lead a life that is personally rewarding and professionally meaningful.*

# Results-1 Indicators

% of students graduating in 4 years (on-time rate)

% of students not dropping out of school during high school

% of students graduating in 7 years (extended rate)

% of graduates enrolling in a post-secondary institution within 2 years

% of graduates completing at least one dual credit course with a B or higher during high school

% of 9th graders earning credit for all courses attempted

% of 10th graders meeting the college and career readiness benchmark score on the evidence-based reading / writing section of the PSAT

% of 10th graders meeting the college and career readiness benchmark score on the math section of the PSAT



“Strategic planning is the ongoing organizational process of using available knowledge to document a business's intended direction. This process is used to prioritize efforts, effectively allocate resources, align shareholders and employees on the organization's goals, and ensure those goals are backed by data and sound reasoning.

”



<https://online.hbs.edu/blog/post/why-is-strategic-planning-important>





## **Create One, Forward-Focused Vision**

*Strategy touches every employee and serves as an actionable way to reach our goals.*

## **Draw Attention to Biases and Flaws in Reasoning**

*Decisions come with inherent bias. Strategic planning forces us to examine and explain why we are making each decision and back it up with data, projections, or case studies.*

## **Track Progress Based on Strategic Goal**

*Having a strategic plan in place enables tracking progress toward goals. When each department and team understands the larger strategy, their progress can directly impact success.*





## Commitment to Equity

To ensure academic success for all students by closing opportunity gaps for students and providing equitable and inclusive working and learning environments for all students, families, staff, and communities.

# Areas of Continued Focus to Address Gaps

*These must continue into new strategic plan*

- 1 Continual refinement and coordination of an MTSS in every school building
- 2 Intentional focus on shifting practices and support to ensure Inclusive Education for all students.
- 3 Established commitment to Equity, focused on addressing issues of marginalization within the system considering race, economic conditions, language and Learning.



# LWSD Recent Strategic Plan History



## 2013-2018 Goals Areas

- Ensure academic success for every student
- Provide safe & Innovative learning environments
- Recruit, hire & retain highly effective personnel
- Use resources effectively & be fiscally responsible



## 2019-2022 Goal Areas

- Academic Success
- Well-Being
- Community Engagement
- Excellent Staff
- Effective Use of Resources



# Committee Roles

What are the various roles for people on the committee?



## Facilitator

Lead the committee through the steps, provide oversight of the process and to report back to the Superintendent and Advisory.



## Committee

Learn, engage, be creative, be strategic with each task with a focus on closing gaps and improving conditions / outcomes for students.



## Board Member

Observe the committee process, discussions and recommendation to inform the whole Board of the process and outcomes.



## Superintendent

Receive feedback from the committees and lead the Superintendent's Advisory through the process and finalization of the Strategic Plan.





# Who Are We?

- Number and respond to each on a separate notecard
- Share answers with a different partner for each question
- Cards are collected at the end of the activity.

1. Share a time / place / lesson when you loved learning

2. What is a skill you have that would surprise people?

3. What interested you in joining this committee?

4. What do you hope our committee accomplishes together?

# Organizational Values and Commitments

Considerations for Every Workgroup / Committee



Lake Washington School District

# Components of Our Strategic Plan

Enduring and Malleable

## Long-Term and Durable

Profile (Values, Beliefs,  
Dispositions, and Ways  
of Being)

Goals / Targets set by  
the Board

## Ongoing Cycle of Inquiry and Improvement

Gap Identification

Strategies to Address  
Gaps

Success Indicators for  
Strategies

Data to Measure  
Strategies



# Three Groups to Support the Process

Working Simultaneously



## Student Experience and Opportunities

### *Student Success*

Each LWSD Student has the right to succeed.



## Workplace Where Staff Thrive

### *Staff Success*

Creating conditions where staff thrive to impact positive outcomes for students.



## Efficient, Effective, and Transparent Systems

### *Organizational Success*

Systems in place to support the overall mission and vision of the district.

# Our Work Together

## Committee Outcomes

Understand the School Board's Goals for student outcomes and Expectations for the functioning of the District

Conduct a "Gap Analysis" related to the Board's Goals and policy indicators to identify specific areas of focus

Identify data to help measure the success of each strategy



Develop a "Profile" for their area of focus which describes the values, beliefs, dispositions and "Ways of Being"

Review and provide feedback on the specific strategies identified to address the areas of focus



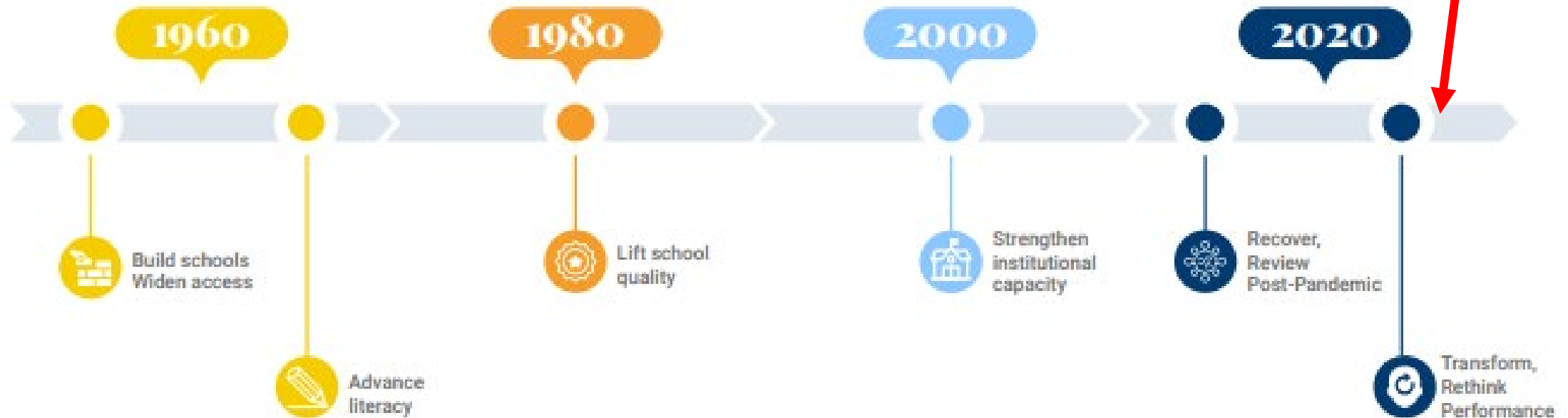
The background features three stylized human figures in orange, blue, and purple, each with a circular head and a curved body, set against a white background.

**In three minutes or less, write a story on a post-it that gives this equation meaning?**

$$(150 \times 5) / 60 = 12.5$$

# Systems Thinking in Education Over Last 7 Decades

We are here



Source: Systems thinking to improve and transform schools: Clarifying concepts and rethinking pathways (FULLER AND KIM, 2022)





# Changing Connectivity Is Creating New Opportunities

## 2000

361 million people accessing the internet

100-200 million devices connected to internet

## 2023

5 billion people accessing the internet

30 billion devices connected to internet worldwide

## 2030

7.5 billion people accessing the internet

125 billion + connected devices

## 2013

2.8 billion people accessing the internet

13 billion devices connected to internet worldwide

## 2027

6.6 billion people accessing the internet





# Future of Work for Our Students

87% of the jobs that will exist in 2030 have not been invented yet.

ITIF 2022 Report

90.8 million workers will be gig workers by 2030, or 36.2% of the total workforce

2023 WEF Report

Demand for STEM workers to grow by 13% from 2020-2030, faster than average for all other occupations

2023 WEF Report



World Economic Forum

# Employer Desired Skills 2030

2023 Report

## Top 5

Creative thinking

Analytical thinking

Technological literacy

Curiosity and lifelong  
learning

Resilience, flexibility,  
agility

## Bottom 5

Multi-lingualism

Reading, writing, and  
math

Global citizenship

Sensory-processing  
abilities

Manual dexterity,  
endurance, and  
precision





# Our Changing World

*The challenges of a rapidly changing economy are made more complex by global migration, highly visible inequalities, and the increasingly dramatic effects of phenomena like climate change and ever more world-threatening conflicts. This means that twenty-first-century communities and citizens need to forge constructive, democratic relationships and fair resource-sharing strategies in a shrinking and interdependent world.*



# The Future of People and AI

*“Artificial Intelligence won't replace humans but humans with AI will replace humans without AI.”*

David Artor, MIT Economist

AI expected to  
create 97 million  
new jobs by 2025

Healthcare - new  
diagnostic tools  
and treatments

Language -  
translate in  
real time in  
real voices

Transportation -  
autonomous  
driving

AI expected  
to automate  
85 million  
jobs by 2025

Education -  
immediate  
feedback, learn  
new skills,  
grading, tutoring



# Process and Connect

## Turn and Talk

- What was your story to go with the equation?  $(150 \cdot 5) / 60 = 12.5$
- How might it relate to our current and future educational system?
- BIG HINT: How might the homework video relate to this equation exercise?



# The Answer:

$(150 \text{ students} \times 5 \text{ minutes per student}) / 60 \text{ minutes per hour} = 12.5 \text{ hours}$

*If a secondary teacher assigns one written assignment per week to each student, this equation represents the minimal time a teacher might spend to provide actionable feedback and/or grade that assignment for every student.*

# John Hattie - Educational Researcher

## On the Impact of Feedback

We asked 1,000-plus teachers what they meant by feedback, and it was very much focused on [answering], ‘How am I doing? Where am I going?’ We asked many thousands of students what they meant and it was simple: ‘Help me know what to do now.’

One of the ironies is that students who are above the average are less likely to ask for the ‘what now?’ feedback because they can usually work it out on their own. The kids who are below average really want that dialogue, want the information—and they’re the least likely to get it. They get ‘correct, incorrect, you could improve here’—checks and crosses that give them no information.

When teachers spend hours and hours writing comments, if there’s no feedback providing concrete steps for the students to improve, students will argue themselves blue in the face that they never received anything. The key question is, does feedback help someone understand what they don’t know, what they do know, and where they go? That’s when and why feedback is so powerful, but a lot of feedback doesn’t—and doesn’t have any effect.

