

SHORELINE SCHOOL DISTRICT

# Strategic Planning

January 18, 2023



# Welcome!

Please sign in at the side table and fill out a name tag.

Later this evening, we'll have an opportunity for more formal introductions in break-out groups, but please take a few moments to introduce yourselves to the people at your table.



# Welcome

## Shoreline School District Land Acknowledgement

The Shoreline School District acknowledges the Coast Salish peoples of this land, the land which touches the shared waters of all tribes and bands within the Duwamish, Puyallup, Suquamish, Tulalip, Snoqualmie and Muckleshoot nations. Land Acknowledgement Resources:

<https://usdac.us/nativeland> <https://native-land.ca/>



# Strategic Planning

**Outcome for this evening:** To understand our strategic planning process and begin to identify plan areas on which to focus.

## Agenda:

1. Strategic Plan Purpose and Examples
2. District Snapshot/State of the District
3. Logistics
4. Breakout Groups by Goal Area

## Committee Purpose

*To advise the superintendent and Board on priorities and accompanying strategies and indicators to aid in the development of a 2-3 year strategic plan for the district.*

# Strategic Plan Purpose

1. Clarity and Direction About our Work as a District
2. Continuous Improvement
3. Engagement and Accountability
4. Adaptation to Change
5. Efficient and Responsible Resource Allocation



# Strategic Plan Purpose

*A strategic plan provides the direction and strategy to achieve our mission and vision; and the indicators to let us know we're on track.*



## Engaging Minds. Inspiring Dreams. Empowering Lives.

### Mission

Provide a collaborative learning community that engages all students in learning the academic and work-life skills needed to achieve their individual potential and become responsible citizens.

#### Vision for Student Learners

Shoreline School District will support all learners in becoming:

- Persistent
- Effective Communicators
- Growth Oriented
- Critical Thinkers
- Empathetic
- Creative
- Global Citizens
- Knowledgeable
- Collaborative

#### Shared Beliefs

##### All students can achieve

All students can grow to reach their academic and personal excellence.

##### Equitable access to rigorous learning is essential

All students will be provided with equitable instruction, access to innovative programs, and necessary support for success.

##### Diversity makes our community stronger

We view diversity as an asset. Fostering an environment of dignity and respect, all individuals, opinions, and contributions are valued.

##### Curiosity sparks creativity and innovation

Students will be encouraged to generate questions, explore topics of interest, and engage in inquiry to develop new ideas and novel ways of thinking.

##### Respect, empathy, and collaboration are at the core of community

Students will broaden their perspectives by seeking to understand the perspectives and experiences of others to enable them to work collaboratively. Students will understand their role and responsibilities in our local and global community.



# Strategic Plan Examples

# Strategic Plan Examples: Issaquah

Students will have access to the resources needed to achieve key academic milestones throughout their ISD journey. These resources will support a range of post-high school education and career opportunities, while decreasing opportunity gaps.

## **Goal 1: Increase student achievement of meaningful milestones of 3rd grade reading, Algebra 1 and 9th grade on-track to graduation and decrease opportunity gaps.**

Over the next three years, ISD leaders and educators will:

- Design and implement Universal Design for Learning and culturally responsive education strategies in all classrooms.
- Design and implement academic interventions for literacy and math at each grade level.
- Examine curriculum and assessment practices to better serve diverse students and address opportunity gaps.

## **Goal 2: Students will have equitable access to resources and pathways that support individualized post-high school goals.**

Over the next three years, ISD leaders and educators will:

- Establish a baseline of offerings at all secondary schools 6-12 and ensure these programs are delivered consistently across all schools.
- Create and communicate unique pathways to graduation that ensure students understand opportunities as aligned to their pathway and post-high school goals.
- Design and implement a system to deliver focused supports to ensure ninth grade students are on track to graduate.



# Strategic Plan Examples: Federal Way

goals ..... measures of progress ..... equity means

## *Whole Child:*

### **THRIVING, CONFIDENT, RESPONSIBLE INDIVIDUALS**

Every student scholar will be empowered and prepared to develop personal responsibility in order to be positive, productive members of society.

*By 2024 there will be no disproportionality evident in discipline data.*

*By 2024, 100% of scholars feel their school is safe and welcoming as measured by perception survey.*

- \* **Percent of scholars participating in at least 90% of classroom instructional time**
- \* **Percent of scholars and families participating in student-led conferences**
  - Percent of scholars meeting expectations on non-academic behaviors on standards-based report card
- \* **Percent of scholars who feel their school is safe and welcoming as measured by a perception survey**
  - Percent of scholars who complete 24 hours of community service before graduation

Each scholar knows, understands, and embraces his/her own and others' cultural backgrounds and learning needs, in order to advocate for self and others.



# Strategic Plan Examples: Edmonds

2

GOAL TWO

## THE STAFF

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

2

GOAL TWO

## THE STAFF

Objective 1. 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).

Objective 2. Diversify staff to reflect the diversity of our student population.

Objective 3. Increase staff members' work satisfaction by supporting them in meeting their goals for professional growth and student improvement.

# Strategic Plan Examples: Bellevue



**Goal 5, Family and Community Engagement: Families, particularly those who have been traditionally marginalized, are more informed, better able to find support, and are more empowered to contribute to student success.**

- At least 75% of families report they feel informed, supported, and empowered to contribute to their student's success as measured by the Family Satisfaction Survey and the gap between All Families and the following subgroups will not exceed 5%: Black, Hispanic, Special Education, English Learners, Low Income (Baseline June 2020)
- 10% increase in central office customer service satisfaction rates. (Baseline June 2020)

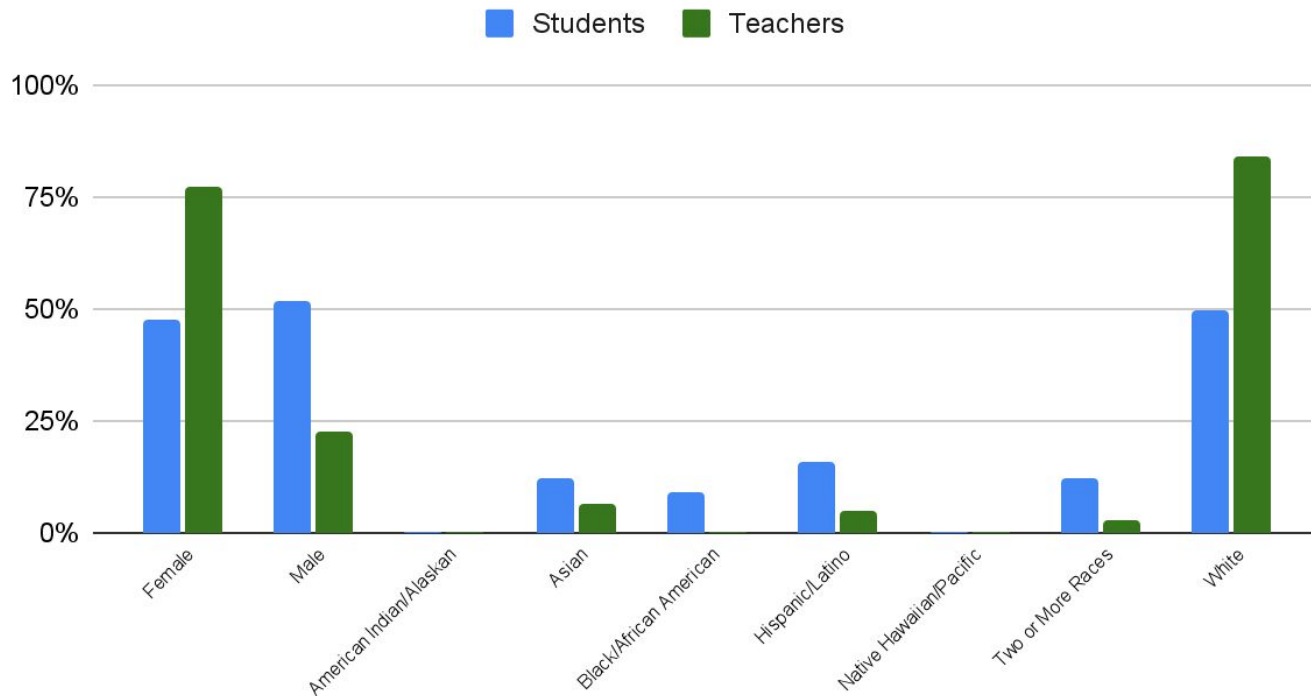
## **We commit to:**

- Expand opportunities for parents, local organizations, and members of the community to learn and support our work together.
- Strengthen relationships with parents and families through deeper understanding of their perspectives and needs.
- Focus community partnerships on high-leverage, high-impact strategies.
- Improve two-way communication with families and community partners.
- Match resources and services in the community with identified student needs.

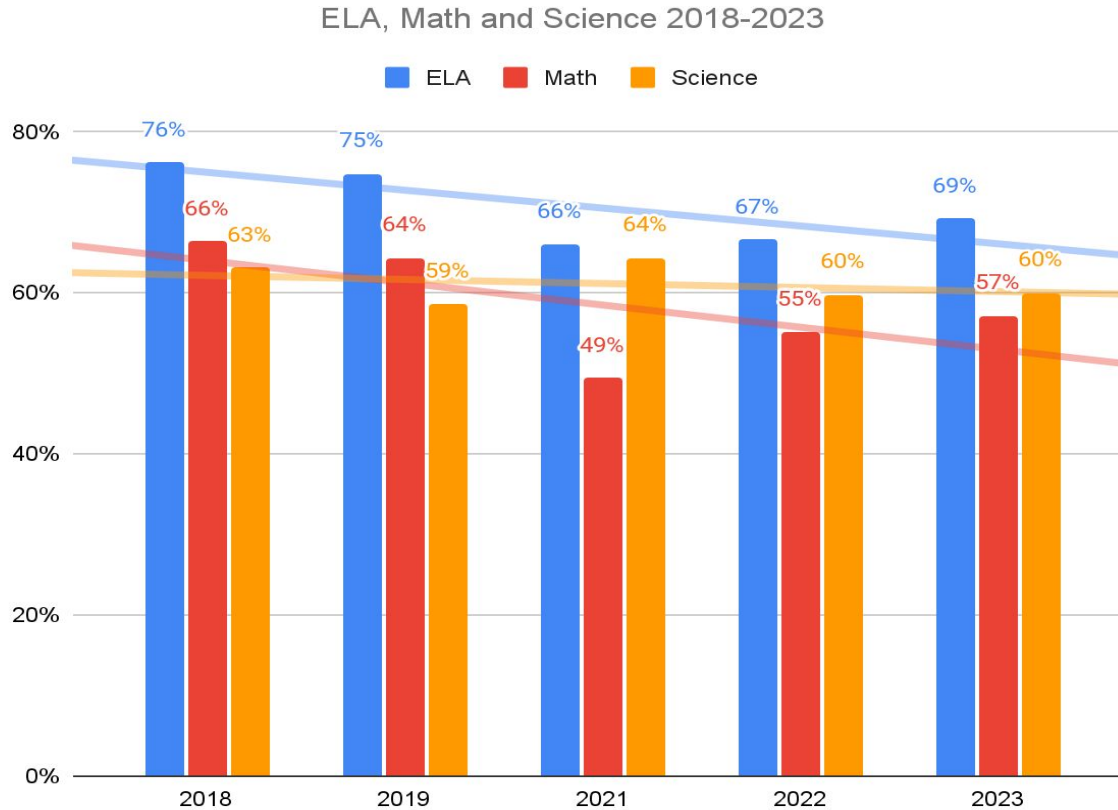
# District Snapshot/State of the District

# District Snapshot: Demographics

## Shoreline Students and Teachers 2023

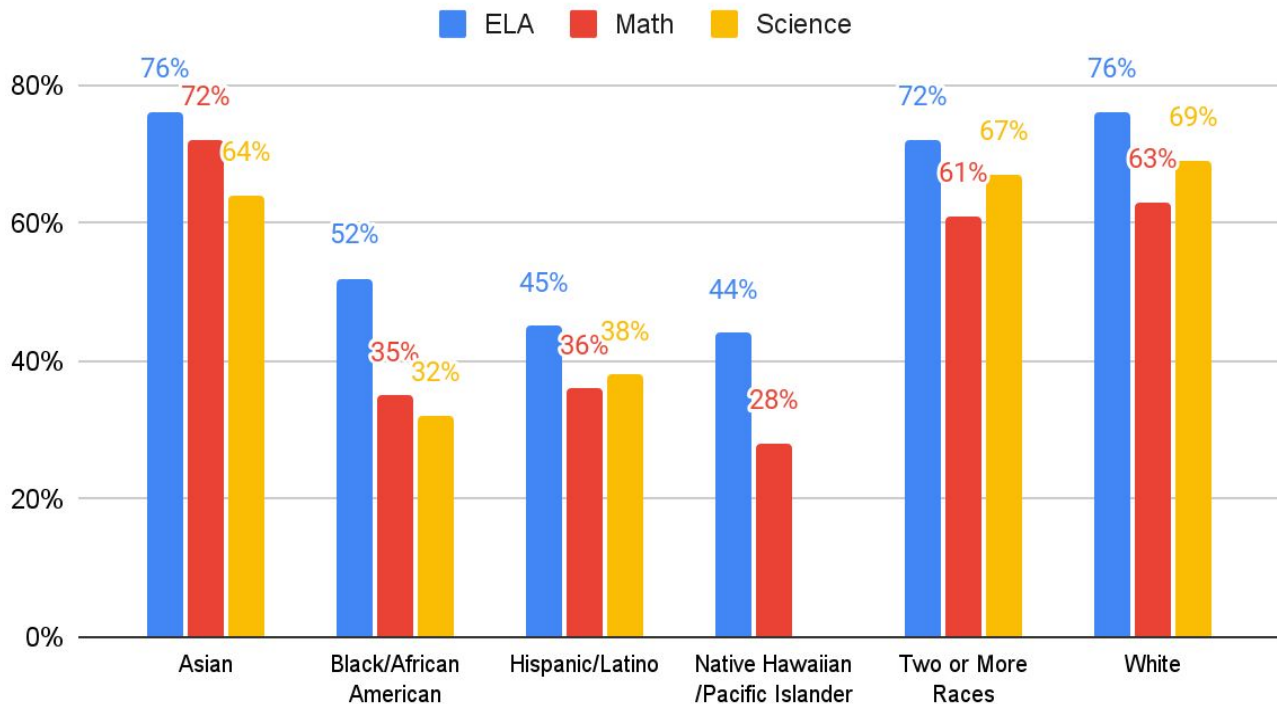


# District Snapshot: Student Achievement



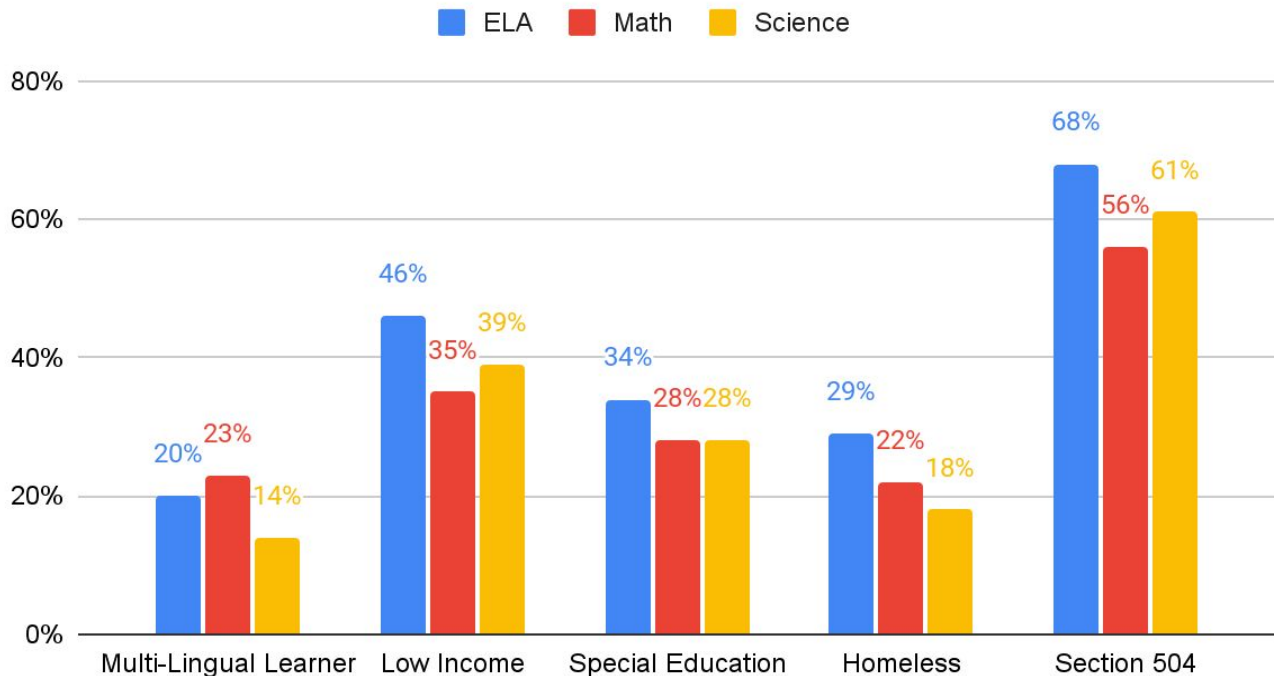
# District Snapshot: Student Achievement

ELA, Math and Science Spring 2023



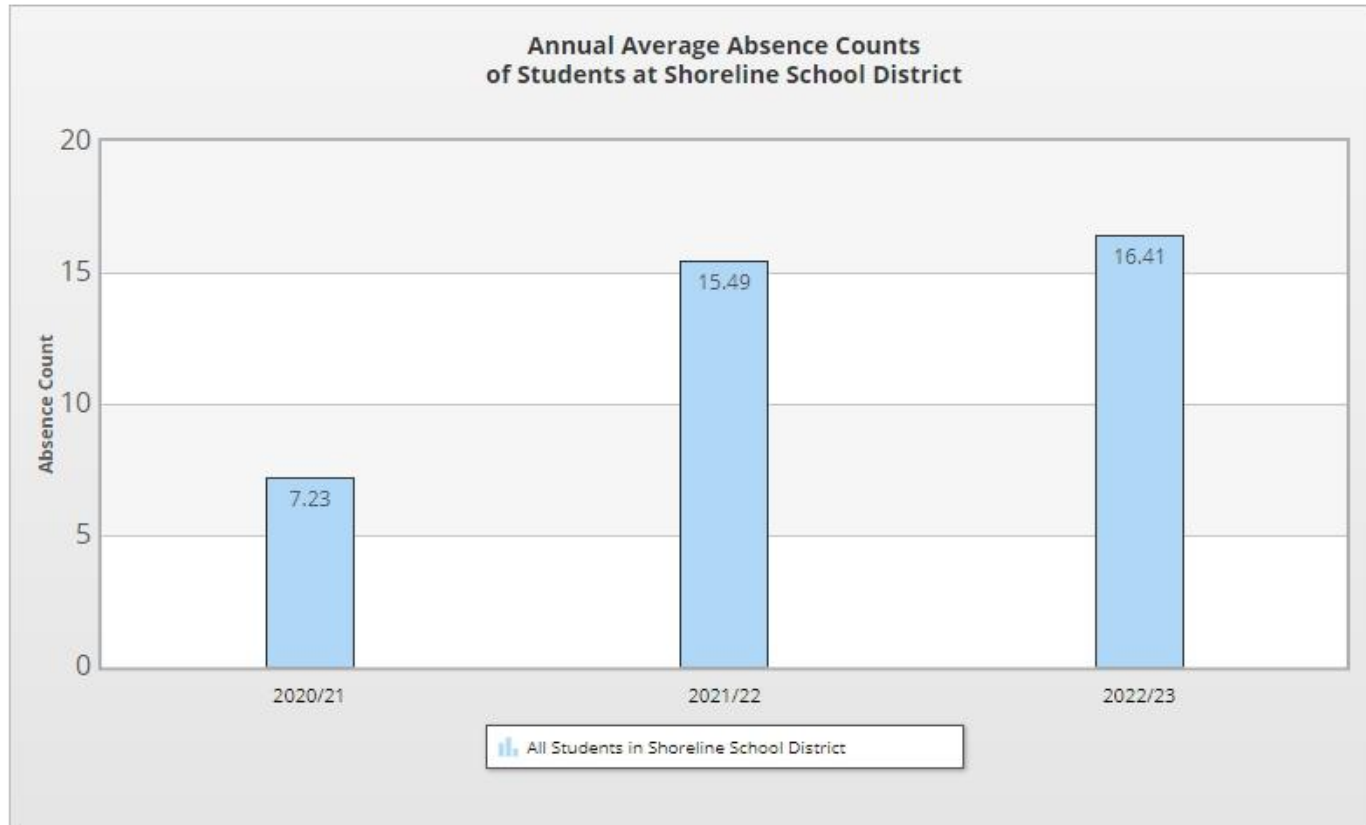
# District Snapshot: Student Achievement

ELA, Math and Science Spring 2023



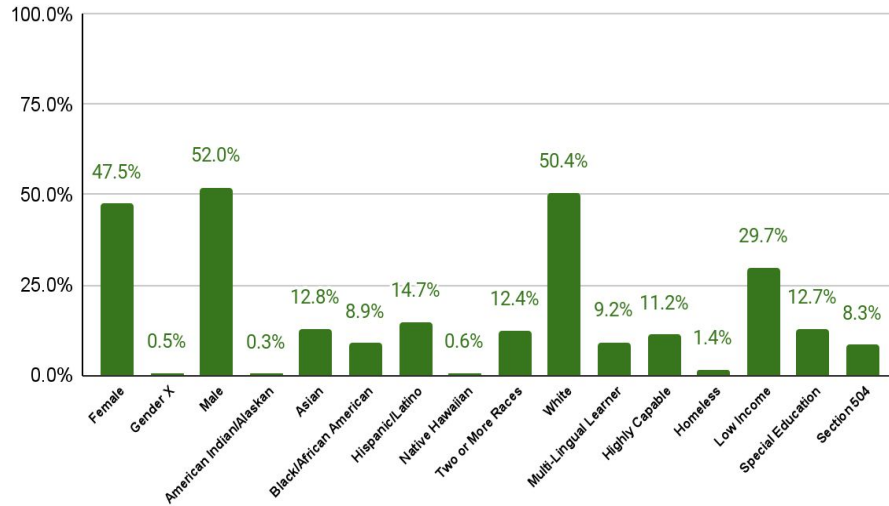


# District Snapshot: Student Attendance

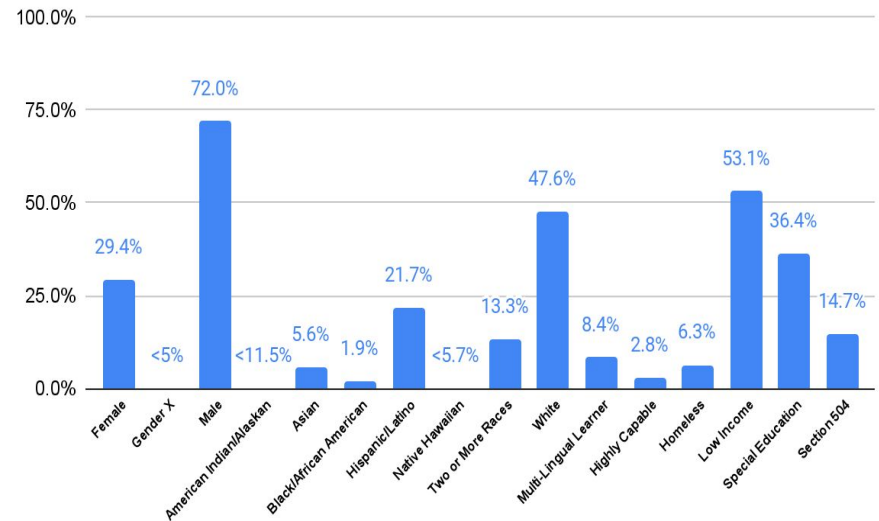


# District Snapshot: Exclusionary Discipline

Enrollment (Percent) 21-22



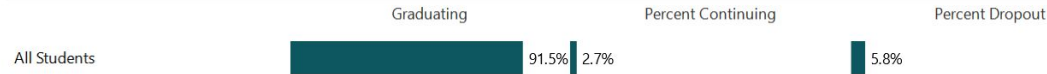
Disciplinary Exclusions (Percent) 21-22



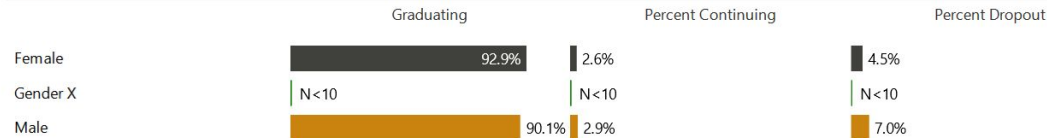
# District Snapshot: Graduation Rates

## Shoreline School District 2022-23

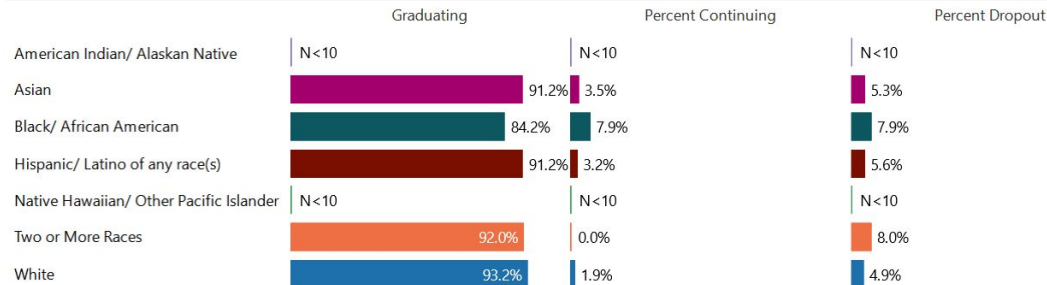
### All Students



### Gender

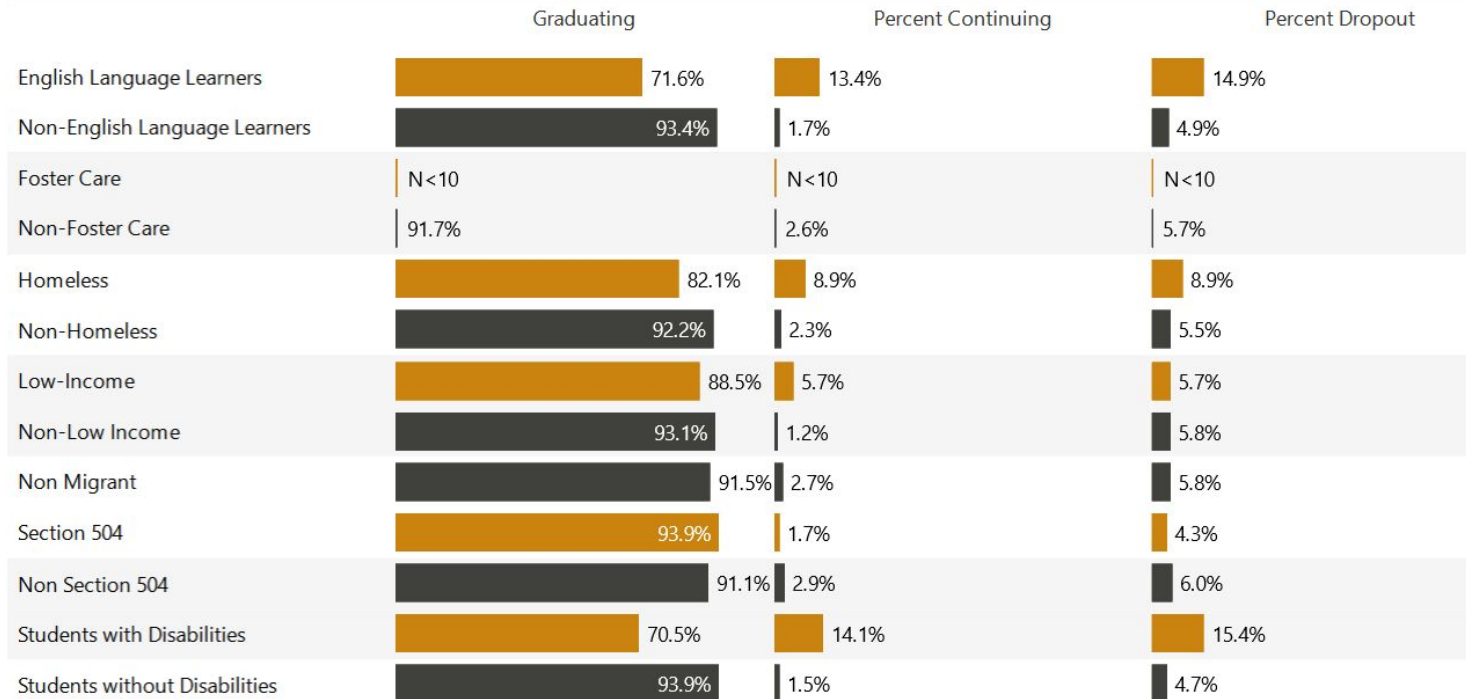


### Federal Race/Ethnicity



# District Snapshot: Graduation Rates

## Program and Characteristic



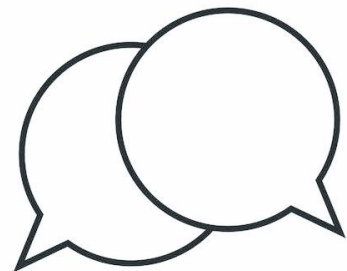
# District Snapshot: Reflection

**Please take a moment with a person or people sitting next to you, to respond to one of the following prompts:**

- *What was one thing that stood out to you as important or noteworthy in the information shared so far?*

OR

- *What is a question that the information raised for you?*



# Race and Equity Decision Tool

# Strategic Planning: Race & Equity Decision Tool



## Shoreline Race & Equity Impact Decision-Making Tool

(Final Approval by Advisory Team) 12/04/17

The purpose of this tool is to engage everyone involved in Shoreline Schools to learn, think and address how race and equity impacts choices in instruction, programming, staffing, funding, and policy. All members of the Shoreline Schools community should strive to improve anti-racist practices and equity awareness through all of our activities and choices. We encourage the application of this tool in any decisions that impact students, staff and families of the Shoreline School District.

### Before a Decision

#### Section A: Pause and examine YOU - Who are you? (as an individual and as a decision making team)

- 1) Who is involved in making a decision? Who is at the table right now making this decision? What is your racial composition?
- 2) What dimensions of diversity beyond race (gender, class, sexuality, gender identity, culture, age, ability, immigrant status, etc.) are represented here? Who is not?
- 3) Based on our group membership, what inherent biases do we bring to the table?
- 4) What institutional power within the organization do we have? What powers do we not have?

#### Section B: Who is affected?

- 1) What is the racial composition of the impacted groups? Who is affected?
- 2) If known, what is the existing racial disparity we are trying to address? What is the data source?
- 3) What dimensions of diversity beyond race (gender, class, sexuality, gender identity, culture, age, ability, immigrant status, etc.) are in the impacted group?
- 4) What are the power dynamics or disparities between YOU and those affected?
- 5) In which ways is the impacted group involved in the decision-making? Why that method?

#### Section C: What are the impacts?

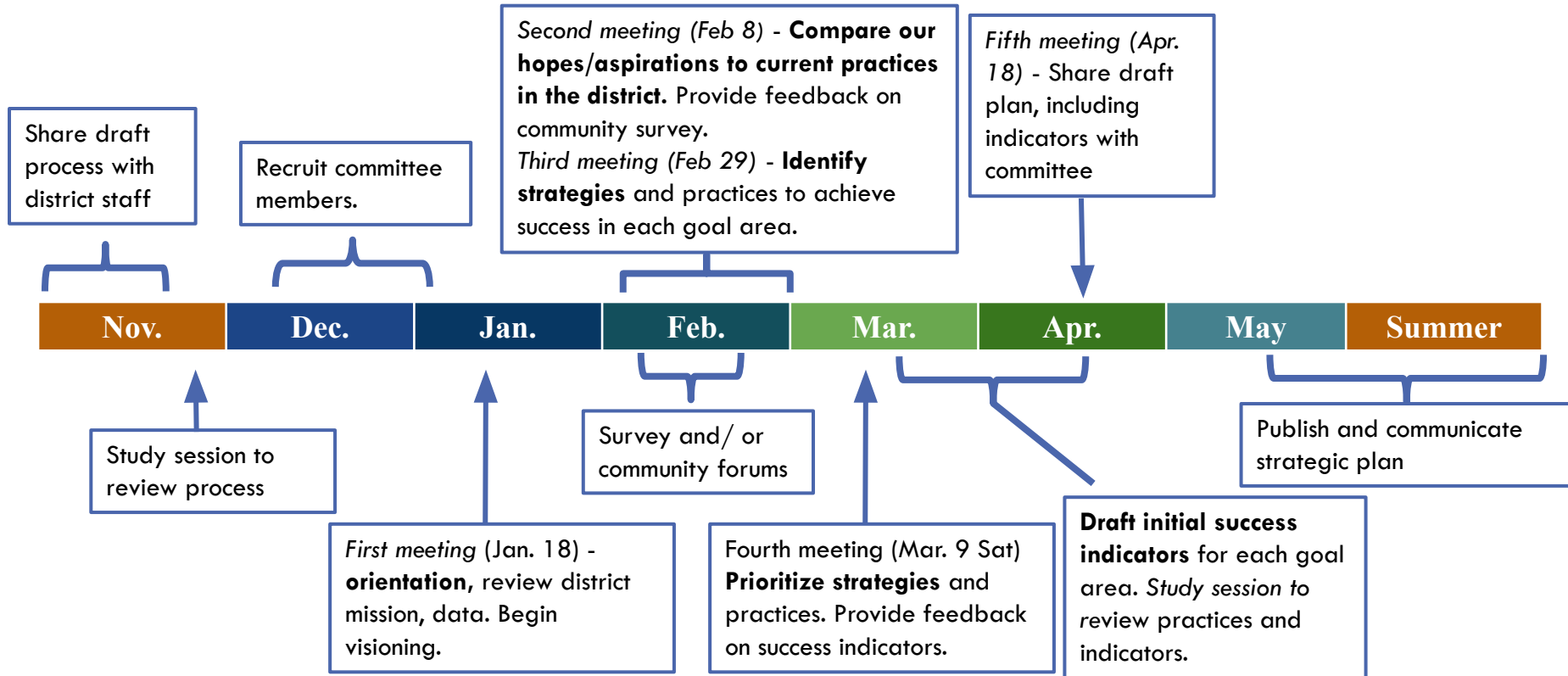
- 1) How will the decision of this group advance equity in our system?
- 2) What evaluation tools and measures do we need to determine the impacts of our decision?
- 3) In what ways could the decision fail to advance equity?
- 4) What are the necessary resources to make this an equitable decision?
- 5) What are the potential challenges, structural barriers, or unexpected blind spots?



# Logistics



# Strategic Planning Logistics: Timeline



# Strategic Planning Committee

## Committee Purpose

*To advise the superintendent and Board on priorities and accompanying strategies and indicators, to aid in the development of a 3-5 year strategic plan for the district.*

## Goal Areas

Successful Students

Welcoming, Safe and Inclusive Schools

Excellent, Caring, and Diverse Staff

Engaged Families and Community

	Successful Students	Safe, Welcoming, and Inclusive Schools	Excellent, Caring and Diverse Staff	Engaged Families and Community
<b>Facilitators</b>	Mike VanOrden	Trish Campbell	Treena Sterk	Brian Schultz
	Ellen Kaje	Angela Von Essen	Randi Seaberg	Rachel Belfield
<b>Family/Community</b>	Andrew Peoples	Ananda Scott	Adam Peddicord	Barb Cruz
	Jed Matthew Smith	Christina Jones	David Mitchell	Cindy Pridemore
	Kelli Stickel	Julie Holt	Everton Ashley Drakes	Jennifer Martinez
	Rebecca Chan	Lewis Lea	Kaylea Champion	Josh Rosenau
	Teresa Hoffman	Robin Hill		Lia Chiarelli
<b>Students</b>	Ranie Stroh	Mitchell Ichinkhorloo	Lula Yoseph Teklu	
<b>Certificated Staff</b>	Jenny Breed	Alicia Favreau	Lily Higgins	Ann Hayes Bell
	Nathan Lee	Jen Etter	Rachel Poetzl	Quinn McLaughlin
	Paul Witzel	Kelly Erdmanczyk	Xandra Peter	Melissa Sargent
	Rachel Trudelle	Kelsey Graves	Matt Reiman	Nancy Reisner
<b>Classified Staff</b>	Heather Stroh	Sara Lawton	Lanaya Waldron	Sarah Hinnenkamp
	Jennifer Johnson		Danielle Werner	Tammy Maxwell
<b>Administrators</b>	Cristi Camp	Amy Vujovich	Chad Towe	Becca Whitney
	Derek Dalasta	Aram Osterlye	Daniel Natividad	Michelle Carroll
	Jessica Torvik Lee	Eric Caldwell	Maria Serka	Susan Skorjanc
		Nancy Elder		
<b>Location</b>	<b>Shoreline Room</b>	<b>Highlander Room</b>	<b>D-105</b>	<b>Spartan Room</b>

# Goal Area Groups

# Goal Area Group Introductions

**Going around the room, please briefly share:**

- » Your name, role, schools to which you are connected
- » One thought or question you've had about our process before now

OR

- » A hope you have for our work together



# Strategic Planning: Goal Area Groups

## Committee Purpose

*To advise the superintendent and Board on priorities and accompanying strategies and indicators to aid in the development of a 2-3 year strategic plan for the district.*

**Outcome for this evening's goal area group work:** To review our district mission and begin aligning our planning efforts to it.

# Strategic Planning: District Mission

Engaging Minds. Inspiring Dreams. Empowering Lives.

## Mission

Provide a collaborative learning community that engages all students in learning the academic and work-life skills needed to achieve their individual potential and become responsible citizens.

*“A mission statement is a **concise explanation of an organization's reason for existence and describes its purpose, intention and overall objectives**. The mission statement serves to communicate purpose and direction to employees, families, students and other stakeholders.”*

*--Society for Human Resource Management*



# Strategic Planning: Mission and Goals

Engaging Minds. Inspiring Dreams. Empowering Lives.

## Mission

Provide a collaborative learning community that engages all students in learning the academic and work-life skills needed to achieve their individual potential and become responsible citizens.

### Goal Areas

Successful Students

Welcoming, Safe and Inclusive Schools

Excellent, Caring, and Diverse Staff

Engaged Families and Community

*Each goal area was selected to help us achieve our mission.*





# Strategic Planning: Our Hopes/Aspirations

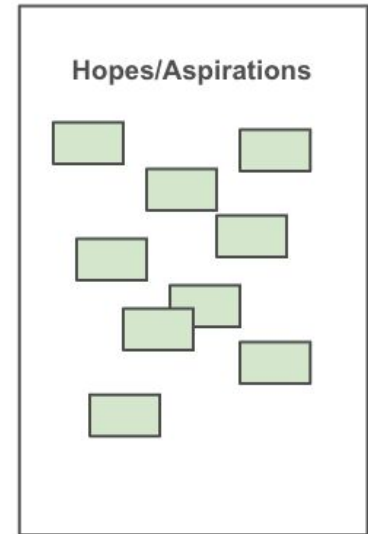
## Task #1

### Part I. (5-7 min.)

1. Individually record **hopes/aspirations** you have for your student(s) and/or the Shoreline School District on the lined post-it note sheets provided. Use a separate note sheet for each hope/aspiration.
  - *e.g. I want my child to graduate ready for college or a career.*
2. When finished, tape your note sheet to one of the three sheets of poster paper at the back of the room.

### Part II. (5 minutes to discuss and 2 minutes/group to share)

3. In three mixed groups (parent, student, teacher, administrator), review and discuss the aspirations on your assigned poster. Be ready to share a few highlights from your discussion.



**We'll consolidate the hopes/aspirations from this meeting and will use them at our next meeting.**

# Strategic Planning: Defining our Goal Area

## Task #2

1. Take a few minutes to individually think about or note a response to the following: **What does a (*insert your goal area here, e.g. successful student*) look like?** (3-5 min)
2. In three mixed groups, develop a synthesis of your group's responses on the poster paper provided. Please select one person to share your group's poster. (10 min)
3. Each group will have 2-3 minutes to share their poster. (10 min)

Successful Students
Welcoming, Safe and Inclusive Schools
Excellent, Caring, and Diverse Staff
Engaged Families and Community

# Strategic Planning: Upcoming Next Steps

- Second meeting (Feb 8) - **Compare our hopes/aspirations to current practices** in the district
- *Survey and/or community forums*
- Third meeting (Feb 29) - **Identify strategies and practices** to achieve success in each goal area using survey.
- Fourth meeting (Mar. 9 Sat) **Prioritize strategies and practices.** Provide feedback on success indicators.
- ***Draft initial success indicators*** for each goal area. *Study session to review practices and indicators.*
- Fifth meeting (Apr. 11) - **Review draft plan**, including indicators with committee

# Strategic Planning: Subgroup Work

## Wrap-Up

On the note card provided, please respond to either of the following prompts:

- What questions do you still have about our planning process?
- What data or information would be helpful for our group when making decisions about potential strategies to help us achieve our mission and hopes/aspirations?

