



OUR VISION

Prepare every student for their future.

OUR MISSION

Provide an educational foundation that allows every student to reach their potential.

OUR DISTRICT GOAL

Meet or exceed an annual 90% on time graduation rate and a 100% extended or 7-year graduation rate

OUR PILLARS

Manage Resources Effectively

Connect with Family and Community

Ensure Excellent Instruction

Promote Student and Staff Well Being

Empower Students

OUR VALUES

Accountability

Sense of Belonging

Transparency

Students First

Educational Equity

Educational Equity is defined as:

Every student has access to the resources and supports they need - when they are needed in their education pathway - despite race, gender, ethnicity, language, ability, family background or family income.

MANAGE RESOURCES EFFECTIVELY

PILLAR 1



OBJECTIVE

As stewards of our district's resources, CSD is responsible for **cultivating trust** between all stakeholders by **effectively communicating** the decision-making and management process of these resources. Resources to be managed may be **tangible or intangible assets** including time, space, money, people, and/or community relationships. The budget process at all levels within the district is **transparent and equitable**. Resource allocation decisions are **informed by data**, and **made in alignment with student needs, safety, and sustainability**.

PHASE 1

Launching now through September 2023

- Develop quarterly financial reporting measures to communicate clearly to community stakeholders
- Develop reporting protocols that ensure building- and program-level budget information reaches appropriate staff

PHASE 2

Launching now through September 2025

- Develop FY2023-24 budget highlighting inclusion of Strategic Plan priorities
- Increase frequency of building-, program- and district-level budget reports to all staff

PHASE 3

Launching now through June 2027

- Complete capital projects and levy items including modernization of safety systems
- Initial project phase of Coupeville Elementary School construction

What indicators will we report in order to gauge our progress?

- Once reserves are restored, minimum 6% fund balance on annual year-end report (CSD policy 6200)
- Outcome of operational changes after annual district energy audit (CSD policy 6810)
- Questions added to annual Climate/Culture Survey to identify whether district services add value

CONNECT WITH FAMILY & COMMUNITY

PILLAR 2



OBJECTIVE

The CSD puts **students first** through our **connections and partnerships with family and community**. We work to build a **sense of belonging** for our entire school community, through our commitment to relationship-building and inclusion. **Two-way communication** is also important as we provide opportunities for input and feedback. We hold ourselves accountable for providing opportunities to **engage with our families and the broader community in a transparent, consistent and predictable way** using multiple methods of communication. We provide educational equity for each student through **inclusive practices across a spectrum of training/career enrichment opportunities**, and by developing and leveraging **community assets and partnerships** to meet student needs.

PHASE 1

Launching now through September 2023

- Provide community district newsletters with relevant information, staff and student highlights
- Update emergency communications methods

PHASE 2

Launching now through September 2025

- Integrate applications used by the district in order to improve usability (i.e., district website app)
- Increase family and community engagement outside of the school day (e.g., community dinners)
- Create Superintendent Advisory Committee for increased parent and community connection
- Increase amount of student work highlighted for community

PHASE 3

Launching now through June 2027

- Develop staff protocols and procedures around communication roles and responsibilities
- Expand access to support services and family education outreach
- Improve approachability of all district buildings with clear signage
- Continue to develop community/business/non-profit partnerships

What indicators will we report in order to gauge our progress?

- Increased Parent/Teacher conference attendance and family communication feedback
- Actions taken on parent feedback in all categories of annual Culture/Climate Survey
- Attendance at community events, and social media, website, and email engagement

ENSURE EXCELLENT INSTRUCTION

PILLAR 3



OBJECTIVE

Using **innovative recruitment, hiring and retention strategies**, the CSD attracts highly qualified certificated and classified staff. We provide **relevant professional development in multiple modalities** to meet district, building, PLC (Professional Learning Community) and individual staff needs. In order to meet district academic goals, CSD staff are **transparent and intentional in their use of data** to evaluate the quality of teaching and learning and are responsive to the needs of every student. We **prioritize relationships and timely communication** with students and their families, and we make every possible effort to increase each student and staff member's sense of belonging through **inclusionary practices**.

PHASE 1

Launching now through September 2023

- Resume comprehensive teacher and principal evaluation (CSD Policy 5130)
 - Use results to provide targeted training
- Continue to facilitate ongoing professional development and collaboration by embedding opportunities into the work day
- Prioritize student achievement by regularly reporting on instruction and outcomes at school board meetings
- Resume curriculum adoption cycle, beginning with math instruction materials for Fall 2023 (CSD Policy 2020)

PHASE 2

Launching now through September 2025

- Identify and address ways to improve the relevance and impact of professional development
 - Focus on student-centered learning strategies and inclusive practices
 - Establish annual professional development schedule
- Support evidence-based practices to enhance student learning (e.g., expanded outdoor learning)
- Support Human Resources to find ways to improve recruitment of certificated staff, and to develop guides and staff handbooks for smoother onboarding of new hires

PHASE 3

Launching now through June 2027

- Develop community relationships toward development of Work-Based Learning opportunities and local apprenticeships

What indicators will we report in order to gauge our progress?

- Alignment between professional development opportunities and student needs
(to include demonstrated student improvements)
- Growth in English Language Arts and Math results on yearly SBAC and in-class diagnostics, especially 3rd and 7th
- Improvement in regular attendance and 9th grade on-track rates, across all demographics
- Action taken on staff feedback across all categories of the annual Culture/Climate Survey
- Actions taken to improve skills in all WaKIDS categories for best kindergarten readiness

PROMOTE STUDENT & STAFF WELL-BEING

PILLAR 4



OBJECTIVE

The CSD is building a **safe, welcoming, educationally inclusive and supportive environment** for every student and staff member. Our **students learn and demonstrate skills** and attributes to **manage life challenges** and achieve personal well-being. Our **staff encourages and guides** students through these challenges by **building relationships** that support students in attaining their **personal and academic goals**. Promoting well-being requires that we support and actively encourage student and staff **comfort, health and happiness**.

PHASE 1

Launching now through September 2023

- Implement Social/Emotional Learning interventions based on Climate/Culture survey results
- Initiate regular meetings with city and county public safety agencies to enhance school safety
- Decrease barriers and encourage student participation in extra-curricular activities
- Improve on-campus mental health and social work supports for students
- Schedule regular suicide prevention and response training for staff & parents

PHASE 2

Launching now through September 2025

- Consider policy changes to identify and reduce barriers to student success (e.g., school start time and homework policies)
- Consider ways to increase students eating breakfast (e.g., CSD school breakfast program)
- Develop new ways to connect families to outside resources
- Continue to equip staff to support students experiencing trauma
- Incorporate student input and participation into District suicide prevention and response plan (CSD Policy 2145)

PHASE 3

Launching now through June 2027

- Support evidence-based practices to improve access to healthy movement during the school day
(e.g., enhanced outdoor learning spaces)

What indicators will we report in order to gauge our progress?

- Improvement in factors measured by the state-administered Healthy Youth Survey
- Inclusive student engagement in district-sponsored activities, both during and outside of school
- Action taken on student feedback in all categories monitored by annual Culture/Climate Survey
- Changes in student discipline rates from Washington State Improvement Framework across all student groups

EMPOWER STUDENTS

PILLAR 5



OBJECTIVE

The CSD fosters leadership skills and inspires personal and social responsibility, while instilling perseverance and determination. We ensure that every student is challenged and engaged by broadening opportunities and building support systems that develop confidence and provide multiple pathways for success. We eliminate opportunity and access gaps so every student achieves excellence in their personal and academic goals.

PHASE 1

Launching now through September 2023

- Center student voice by forming district Student Advisory Council to the district
- Identify student interests and learning needs to inform class offerings and increase alignment with student goals
- Expand access to graduation pathways that align with students' college and career goals

PHASE 2

Launching now through September 2025

- Promote student participation in monthly School Board meetings
- Develop and expand opportunities for student mentorship
- Create student roles within building/district committees and begin recruiting interested students
- Enhance quality and rigor of Career & Technical Education (CTE) offerings to assist students in making educational and career choices (CSD Policy 2100)

PHASE 3

Launching now through June 2027

- Evaluate and develop a plan to expand the use of inclusive practices in all school settings
- Develop community relationships, toward development of Work-Based Learning opportunities and local apprenticeships

What indicators will we report in order to gauge our progress?

- Increased student participation in leadership opportunities, including building/district committees
- Actions taken on feedback from all categories in student Culture/Climate Survey
- Increased alignment between students' enrollment in elective classes and their interests or college and career goals