



Lake Oswego School District Strategic Plan

2021-2026





Mission: We are a learning community dedicated to creating culture of belonging and educational excellence.

Vision: We inspire students to be critical thinkers who are empowered to contribute positively in a complex world.

Values:

- **Inclusivity:** Provide equal access to experiences and resources
- **Equity:** Ensure all students have what they need to succeed
- **Growth:** Continuously improve, always innovating
- **Shared Leadership:** All students, staff, families and residents are invested in our vision
- **Whole Child:** Grow and achieve academically, emotionally and physically



Priority: Create a Culture of Belonging

Outcome: Cultivate a diverse learning community where each and every individual feels supported, connected and valued

Evidence of Success: Students, employees and families feel a sense of belonging

Strategies:

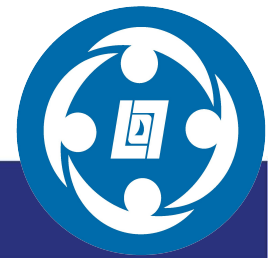
1. Be an anti-racist organization
2. Ensure access and connections
3. Empower partners to contribute



Strategy 1: Be an anti-racist organization

Actions

- **Understand, recognize and address biases and their impacts**
 - Emphasize professional development in equity, bias, anti-racism, bullying, and harassment
 - Adopt restorative practices across the system
 - Disaggregate behavior and discipline data to address disproportionality
- **Provide authentic curriculum, resources and training**
 - Review curriculum adoption with equity lens
 - Establish process to address content in-between adoptions
 - Continue investing in windows and mirrors materials
- **Develop diverse leadership, teachers and staff members**
 - Recruit, hire and retain diverse staff with intentionality
 - Develop diverse staff through training and leadership opportunities



Strategy 2: Ensure access and connections

Actions

- **Implement SEL curriculum to establish positive connections**
 - Continue training and collaboration for widespread use
 - Engage staff and families in curriculum
- **Create inclusive opportunities for focal students and stakeholders**
 - Cultivate and improve participation in activities and athletics
 - Host belonging events and activities to build empathy and fortify relationships
 - Intentionally invite people to participate, contribute and lead
- **Ensure unfettered access to learning experiences and activities**
 - Identify and eliminate systematic barriers, such as fees, transportation, timing, communication
 - Improve access to playgrounds, learning materials, and routes to schools
 - Enable equitable access to advanced coursework with high expectations, high support



Strategy 3: Empower partners to contribute

Actions

- **Create onboarding system to engage new students and families**
 - Establish partner programs with new and established students
 - Establish affinity groups to foster connections and support
 - Support equity teams in serving as ambassadors of belonging at schools
- **Ensure access and demonstrate value in committees**
 - Align committee charge and structure to support strategic plan
 - Establish predictable practices for participating in committees
- **Align partners with mission, vision, values and priorities**
 - Use Equity Lens when making decisions and taking actions
 - Create partnership agreement and resource guide
 - Continue to monitor opportunities to ensure Title IX compliance



Priority: Achieve Equitable Academic Outcomes

Outcome: Each and every student is provided with the tools, support and experience they need to achieve academic success

Evidence of Success: Students demonstrate grade level proficiency

Strategies:

1. Create organizational systems that focus on academic equity and excellence
2. Use curriculum, instructional design and assessment practices to guide and ensure teaching effectiveness and student learning
3. Personalize student and staff learning to promote collaboration and innovation



Strategy 1: Create organizational systems focused on equity and excellence

Actions

- **Plan for Universal Design for Learning (UDL)**
 - Be culturally responsive and flexible in how students engage with materials
 - Establish consistent, standards-based grading policies and practices
 - Focus on learner variability with presumed competence lens
- **Implement Multi-Tiered Support systems and guide**
 - Tier 1: Apply evidence-based strategies to strengthen core instruction
 - Tier 2 & 3: Strengthen differentiated instruction and interventions



Strategy 2: Build capacity and collaboration

Actions

- **Maximize effectiveness of Professional Learning Communities (PLC)**
 - Calibrate assessments, instruction and interventions
 - Use DuFour framework to guide PLC work
- **Continue curriculum mapping in English Language Arts and expand to Math**
 - Align assessments to projection and unit maps and standard-based report cards
 - Establish systems for district-wide collaboration
- **Partner with the Center for Educational Leadership (CEL) to develop school leaders**
 - Work with LOEA to develop a meaningful evaluation framework
 - Build collective efficacy of leaders and educators



Strategy 3: Personalize learning with collaborative practices

Actions

- **Create multiple pathways for various career and college pursuits**
 - More career and technical education offerings and support
 - Continuously consider and respond to demands for alternative courses
 - Enable equitable access to advanced coursework with high expectations, high support
- **Increase interactive student engagement teaching and learning**
 - Seek to provide real-world relevant learning opportunities in class
 - Apply Gradual Release of Responsibility model



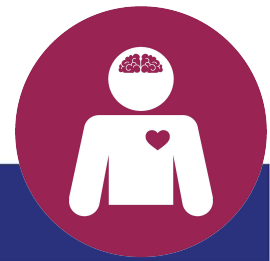
Priority: Promote Health and Resiliency

Outcome: Address the needs of the whole child in a culture that models and values health and wellbeing

Evidence of Success: Support the social, mental and physical health of students and employees

Strategies:

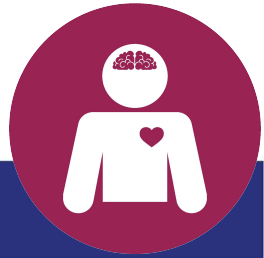
1. Lead with trauma informed approach in supports, services, counseling and teaching practices
2. Foster safe and healthy physical and emotional environments
3. Create value in health and wellness resources



Strategy 1: Lead with trauma informed approach

Actions

- **Create conditions that support the whole child in supports, services, counseling and teaching practices**
 - Fully implement SEL Curriculum Character Strong
 - Implement Trauma-Informed Care, Collaborative Problem Solving, Restorative Practices
- **Establish intentional connections and relationships between staff and students**
 - Every student known by name, need, strengths, interests
 - Develop Sources of Strength to help reduce suicide rates



Strategy 2: Foster safe and healthy environments

Actions

- **Establish structures to support wellbeing**
 - Sustain and expand peer mentor programs
 - Embed social-emotional learning in classrooms and school
 - Conduct annual wellness audit/survey to monitor and adjust
- **Model and provide healthy nutrition**
 - Continue focusing nutrition services on fostering healthy choices
 - Use school gardens as both learning and nourishment
- **Encourage active lifestyle**
 - Seek activities centered around movement
 - Develop safe routes to school to increase walking and biking



Strategy 3: Create value in health and wellness resources

Actions

- **Prioritize counseling to support social-emotional and mental health**
 - Add additional counselors or social workers K-12 to support wellness
 - Add intervention specialists for academic and behavioral support
 - Facilitate access to community health resources
- **Extend resources to parents-guardians and community**
 - LOSD CARES (Connection and Resilience Educational Series)
 - LOSD Wellness workshops



Priority: Teach and practice sustainability

Outcome: Preserve and sustain our shared resources while accelerating our students' ability to combat climate change

Evidence of Success: Create stewards of our shared resources

Strategies:

1. Establish organizational structure accountable to sustainability (behaving)
2. Promote sustainability curriculum, activities and practices (teaching)
3. Prioritize sustainable building practices and facility operations (building)



Strategy 1: Establish organizational structure accountable to sustainability

Actions

- **Appoint district sustainability TOSA to facilitate district-wide efforts**
 - Work with student and staff representatives from each school to collaborate and implement sustainability initiatives across the district
- **Establish site-based staff leadership**
 - Enlist school sustainability leaders
 - Organize Green Teams
- **Conduct sustainability audit to assess district and school practices**
 - Establish baselines
 - Identify areas of opportunity and improvement
 - Establish key performance metrics



Strategy 2: Promote sustainability curriculum, activities and practices

Actions

- **Assess existing curriculum and standards for sustainability**
 - Determine if a common thread exists K-12 or if curriculum adoption is necessary
 - Use school gardens and outdoor classrooms as an extension of curriculum
 - Integrate sustainability with CTE and STEM
- **Model sustainable practices for education systems**
 - Oregon Green Schools
 - USDS Green Ribbon Schools
 - Seek student exhibit opportunities at school, district and community



Strategy 3: Prioritize sustainable building practices and facility operations

Actions

- **Construct resilient and highly efficient buildings that strive to use sustainable materials and minimize carbon footprint**
- **Apply practices in schools and district operations**

