



STRATEGIC FRAMEWORK

Extraordinary Futures Start Today

Exceptional experiences for each learner.

MISSION*

Each student will graduate prepared to lead a rewarding, responsible life as a contributing member of our community and greater society.

VISION*

Every student future ready. Prepared for college; Prepared for the global workplace; Prepared for personal success.

STRATEGIC COMMITMENTS

The **Strategic Commitments** anchor our strategic framework, guiding intentional actions and informing decisions toward the achievement of our vision and goals.

COMMITMENT #1:
Equitable & Just Systems

COMMITMENT #2:
Inclusive & Rigorous Learning

COMMITMENT #3:
Integrated Sustainability

COMMITMENT #4:
Operational Excellence

*To be reviewed in 2025-26.

VALUES

At the heart of our strategic framework are the core **Values** that define our district. These values guide our decisions, actions, and interactions, ensuring that we remain focused on what truly matters – the success and well-being of our students.

- 1 **Equity & Inclusion**
- 2 **Future Readiness**
- 3 **Collaborative Engagement**
- 4 **Innovative Learning & Practices**
- 5 **Whole-Student Development**
- 6 **Lifelong Learning**
- 7 **Accountability & Integrity**
- 8 **Sustainability & Stewardship**

Message from Dr. Jon Holmen, Superintendent

Dear Lake Washington School District Community,

Extraordinary futures start today! As we continue our pursuit of excellence across Lake Washington School District, I'm excited to introduce our updated strategic framework, a guide for decision-making, the development of strategic initiatives, and the foundation for who we are and what we stand for as an organization. This framework reflects our shared commitment to building a bright future for our students, staff, and community.

Throughout the 2023–24 school year, three representative groups made up of staff, administrators, students, and community members collaborated to shape the LWSD Student Profile. This aspirational profile defines the mindsets and skills our students need to thrive in a complex, global, 21st-century world. It also provides a clear and consistent focus to align our efforts moving forward. Just as importantly, the profile identifies the staff practices and organizational principles essential to achieving our ultimate mission: success for every student.

This new strategic framework includes several interconnected components designed to bring our vision for students to life:

- **Our Values** are the heart of the plan.
- **The Student Profile** is what we're striving to achieve.
- **Strategic Commitments** anchor the framework.
- **Strategic Cycles of Innovation** drive how we will get there.
- **Engagement and Data (KPIs)** inform and enhance the framework and measure progress along the way.

Together, these components form a comprehensive framework that will guide our district towards achieving a vision of excellence for our students. We are committed to working collaboratively with our community of stakeholders to ensure each student's success and to provide exceptional educational experiences for every student.

We look forward to this journey together and to all we will accomplish together on behalf of our students. Thank you for your continued support and dedication to our district.

Dr. Jon Holmen, Superintendent



STUDENT PROFILE

Our student profile is a document that outlines the specific mindsets and skills we believe our graduates should possess to be successful after graduation. It acts as a vision for student learning.

Mindsets

The concept of **Future Ready Mindsets** is integral to the strategic framework and focuses on preparing students, staff and the organization to thrive in a dynamic and ever-changing world.



Perseverance



Adaptability



Agency



Curiosity



Acceptance

STUDENT SKILL SETS	STUDENT PRACTICES	STAFF PRACTICES	ORGANIZATIONAL PRINCIPLES
Self-Awareness & Management	<ul style="list-style-type: none"> • Demonstrates capability, resilience & balance • Articulates goals & aspirations 	<ul style="list-style-type: none"> • Models & shares expected behaviors • Dedicated to staying curious & adaptable to meet diverse student needs 	<ul style="list-style-type: none"> • Persistent • Resilient
Social & Civic Engagement	<ul style="list-style-type: none"> • Demonstrates integrity & commitment to social & civic responsibility • Identifies role in local & global communities 	<ul style="list-style-type: none"> • Models stewardship of department, school & classroom environment • Understands students' assets & advocates for their needs 	<ul style="list-style-type: none"> • Civic Responsibility • Equitable
Creative Solutions & Expression	<ul style="list-style-type: none"> • Takes calculated risks • Expresses self creatively 	<ul style="list-style-type: none"> • Cultivates relationships that foster trust & vulnerability • Encourages learning as an iterative & joyful process 	<ul style="list-style-type: none"> • Innovative • Joyful
Effective Communication	<ul style="list-style-type: none"> • Actively listens to understand • Presents ideas with clarity & purpose 	<ul style="list-style-type: none"> • Adapts communication to meet diverse audience needs • Maintains a reflective mindset & openness to feedback 	<ul style="list-style-type: none"> • Transparent • Reflective
Analysis & Critical Thinking	<ul style="list-style-type: none"> • Synthesizes information • Evaluates information & perspective 	<ul style="list-style-type: none"> • Continually learning & making sense of developments in field • Asks insightful questions to deepen understanding 	<ul style="list-style-type: none"> • Adaptable • Curious
Social Awareness	<ul style="list-style-type: none"> • Establishes, maintains & respects healthy boundaries • Collaborates effectively & embraces shared leadership 	<ul style="list-style-type: none"> • Establishes, maintains & respects healthy boundaries • Ensures own actions & interactions are inclusive and respectful 	<ul style="list-style-type: none"> • Inclusive • Collaborative

Future Ready:

KEY PERFORMANCE INDICATORS (KPIs)



- 1 All Students Literate
- 2 All Students Successful in Mathematics
- 3 All Students Future Ready
- 4 Adults & Systems Supporting Future Readiness

Even as our Key Performance Indicators (KPIs) focus on literacy, mathematics and future readiness, our commitment remains steadfast to supporting the whole child and all areas of learning. These focal points serve as strategic levers to accelerate student success, but they do not define the entirety of our work.

We recognize that a well-rounded education, one that nurtures students' academic, social-emotional, creative and physical development, is essential to preparing each student for their future. Our systems, practices and educators remain dedicated to ensuring every student is seen, supported and empowered across all aspects and domains of their experience in our schools.

ALL STUDENTS LITERATE

Measures may include:

- Smarter Balanced Assessment
- Fastbridge
- Report card
- Student Growth Percentiles
- State Elementary Literacy Reporting

ALL STUDENTS SUCCESSFUL IN MATHEMATICS

Measures may include:

- Smarter Balanced Assessment
- Fastbridge
- Report card
- Student Growth Percentiles
- Success in Algebra

ALL STUDENTS FUTURE READY

All students are prepared and ready to make decisions about post-secondary options.

Measures may include:

- Credit accrual
- Success in dual-credit
- Graduation
- Student perceptions of self and others

ADULTS & SYSTEMS SUPPORTING FUTURE READINESS

Both adults and school/district systems prepared to support the development of future ready students.

Measures may include:

- Perceptions of staff related to skills, ability and preparation to do their job
- Family engagement and perceptions
- Student, staff and family engagement
- Progress toward sustainable practices