

# Strategic Plan Board Update: 5/7/26



ISSAQUAH  
SCHOOL DISTRICT 411

# Purpose

**The purpose of this presentation is to provide an update on progress towards the achievement of our district's Mission as outlined in Results 1.**

- Share a progress update on year 3 implementation in the priority area: “Organizational Effectiveness”.

# Vision, Mission & Goals for Students



**Vision:** All students thrive as they engage in meaningful learning that unlocks their passion and potential to positively impact the world.

**Mission R1 :** Our students will be prepared for and eager to accept the academic, occupational, personal and practical challenges of life in a dynamic global environment.

R2

## Academics & Foundations

Upon graduation, students will be academically prepared and confident to pursue higher education or specialized career training.

R3

## Civic Engagement

Students will live as responsible members of society, demonstrating integrity and compassion.

R4

## Life Management & Personal Awareness

Students will live healthy, satisfying, and productive lives.

# Our Strategic Plan is the "How"



**Vision/North Star:** The way in which an organization will change the world

**ISD Mission and Results:** ISD areas of knowledge and skill that all students must master by graduation to successfully live and compete

**Priority Areas:** Areas for the next 3 years of where you will focus common energy, each with a clear connection to delivery

**Goals and Metrics:** The way you will measure your progress

**Strategies:** The set of ISD actions to achieve the goals

**Workstreams:** Key initiatives and implementation plans

# System Health Indicators: What we track in Results 1

System Health Indicators:

[Microsoft Power BI](#)

Updated: 4/28/26

## **Students:**

- % of students who report that they feel safe during school
- % of students who report feeling emotionally safe/supported at school
- % of students who report feeling a sense of belonging or fitting in at school
- % of students attending 90% or more of school days
- % of 3rd graders scoring proficient in foundational literacy
- % of students who are excluded
- % of students who graduate in 4-years or continuing

## **Staff:**

- % of staff who report feeling a sense of belonging at work
- % increase in staff of color in certificated role

## **Families:**

- % of families who gave the district an “A” for welcoming and encouraging their opinions.

**\*Student data is disaggregated into groups: All, black – indigenous - and people of color (BIPOC), student with disabilities (SWD)**

# Alignment of Strategic Plan to Results/OE's

Priority Area	Goals	Results	OE's
Student Well-Being	Students will feel safe and have a sense of belonging.	R1 R2 R3 R4	OE12 OE13
	Students will have access to resources that support their basic needs, social-emotional, and mental and behavioral health.	R1 R2 R3 R4	OE12 OE16
Academic Opportunity	Increase student achievement of meaningful milestones of 3rd grade reading, Algebra 1 and 9th grade on-track to graduation and decrease opportunity gaps.	R1 R2 R3 R4	OE12 OE14 OE15 OE16
	Students will have equitable access to resources and pathways that support individualized post-high school goals.	R1 R2 R3 R4	OE9 OE10 OE12 OE14 OE16
Diverse Talent	District leadership and staff will diversify our workforce, so it more closely aligns with our student population which is 58% students of color.		OE3 OE16
	District leadership and staff will foster a sense of belonging and inclusivity, leading to retention of diverse staff.		OE2 OE3
Authentic Engagement	District leaders and staff will listen and follow up on input from constituent groups.	R3	OE2 OE3 OE16
	District leaders and staff will lead effective engagement practices that provide opportunity, partnership and access for all, while reaching diverse members of the community.		OE5 OE9
Organizational Effectiveness	District leaders and staff will model continuous improvement practices to enhance student, staff and family experiences.		OE2 OE4 OE6 OE13
	District leaders and staff will increase engagement in decisions that support effective resource allocation based on priorities and needs to support students and staff.	<b>All Results and OEs</b>	

# Organizational Effectiveness

# Enabling Conditions

## Commitment to Operational Expectations and Excellence

The ISD will operate with excellence and integrity — supporting our people continuously improving our systems, stewarding public resources responsibly, and aligning our services and spending to what students and families need most.

1. Support the learning of our staff and diversify our workforce to reflect student and family demographics.
2. Provide superior customer service to our students, staff, families, and community.
3. Enhance staff and student understanding and ethical use of emerging technology, including AI.
4. Showcase the stories, strengths, and experiences of our students and staff.
5. Allocate resources effectively and use continuous improvement methods.

# Priority Area 5: Organizational Effectiveness

**Goal 1: District leaders and staff will model continuous improvement practices to enhance student, staff and family experiences.**

**Strategy:**

- Develop a continuous improvement cycle throughout the organization.

**Goal 2: District leaders and staff will increase engagement in decisions that support effective resource allocation based on priorities and needs to support students and staff**

**Strategy:**

- Develop a transparent equity-based budget framework to ensure alignment of funding to areas of highest student need.

# Priority Area 5: Lessons Learned from year 2 implementation 2024-2025 SY (presented on 6/10/25)

## Lessons learned:

- Traditional collaboration approaches may be insufficient when stakeholders have competing time demands.
- Equity budget framework readiness for implementation requires advance preparation to align with budget cycle timing.
- Stakeholder time availability is often the limiting factor in collaborative projects rather than technical or content challenges.
- Early identification and planning for stakeholder availability is critical for project success.

Source:  
[Results 1 monitoring report](#)  
approved on  
6.10.25

# Priority Area 5: Key Progress 2025-26 SY

## Goal 1: Continuous Improvement

1/3

### Expanded Lean Capacity

- Staff completed formal Lean training and applied continuous improvement practices in operational areas, beginning in nursing services.

### Leadership Alignment

- Added leaders with Lean expertise, increasing awareness and adoption of continuous improvement practices across departments.

### Strategic Partnership

- Established ongoing relationship with the State Auditor's Office to implement continuous improvement training and project implementation.

# Priority Area 5: Key Progress 2025-26 SY

## Goal 1: Continuous Improvement

2/3

### State Auditor Partnership

- Partnered with the State Auditor's Office to deliver Lean/Continuous Improvement training for district leadership at no cost.
- Established a common framework and tools for identifying, analyzing, and improving operational processes.
- Launched initial work with Operations, creating a foundation for expansion across other district departments.

# Priority Area 5: Key Progress 2025-26 SY

## Goal 1: Continuous Improvement

3/3

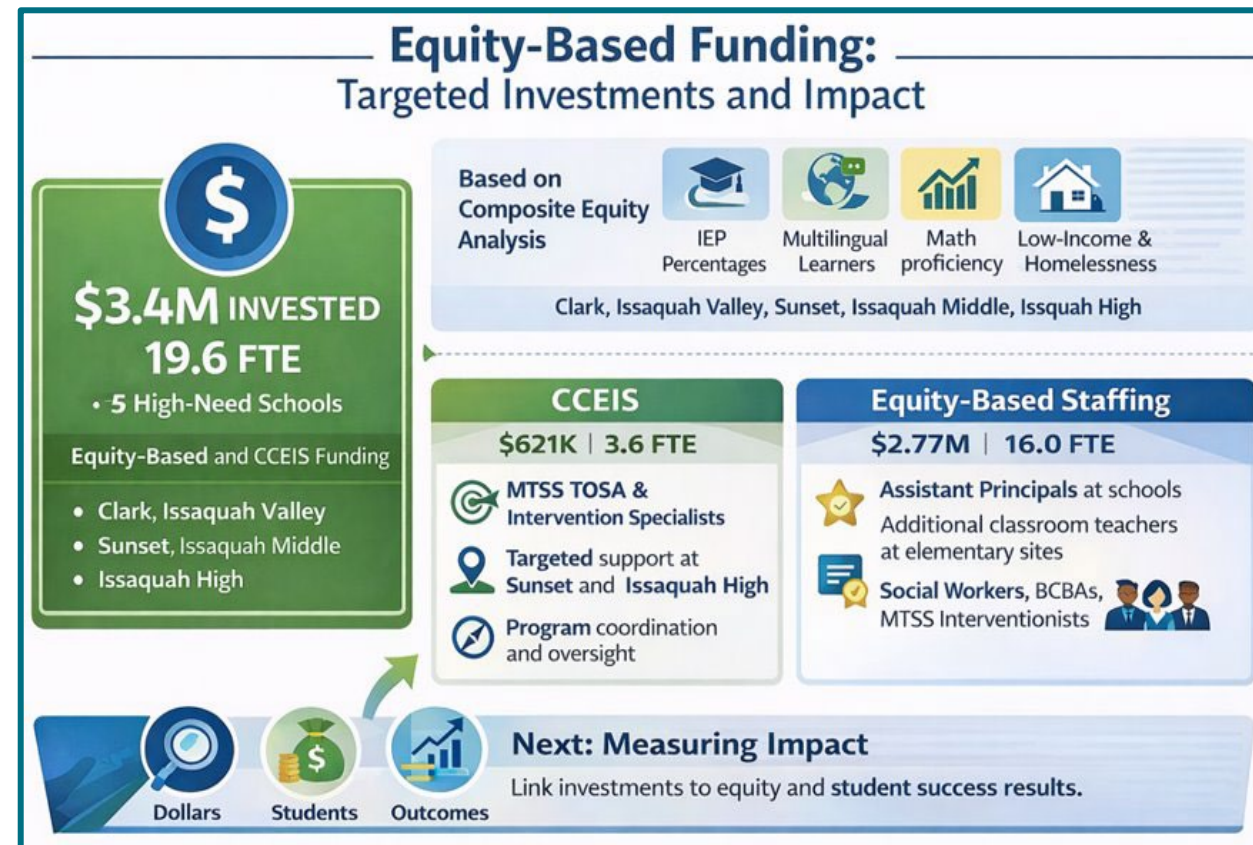
### Next Steps: Scaling and Continuous Improvement

- Expand systemwide Lean projects with regular review cycles to monitor progress and prioritize new work.
- Launch department-level improvement projects led by trained leaders and aligned to operational priorities.
- Sustain leadership training and support through continued partnership with the State Auditor's Office.
- Build staff capacity at all levels to strengthen problem-solving and continuous improvement practices.

# Priority Area 5: Key Progress 2025-26 SY

## Goal 2: Equity-Based Budget Framework

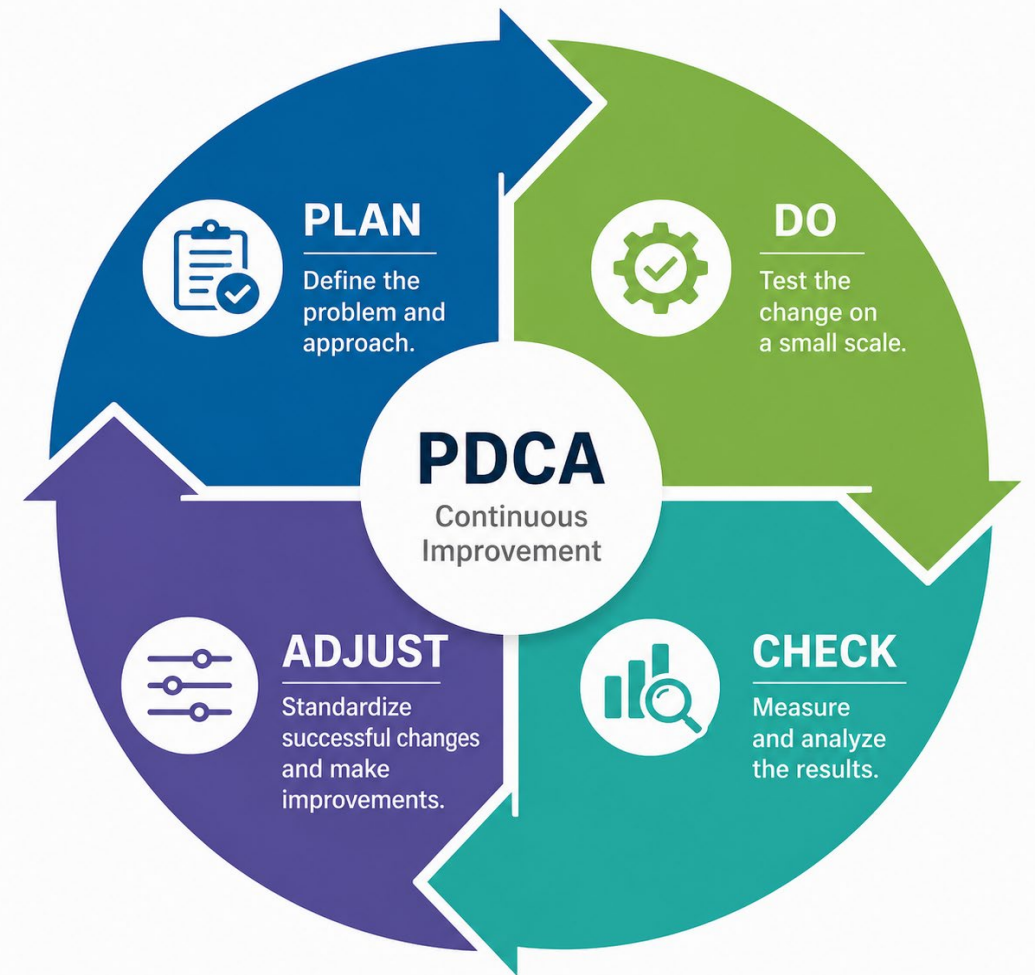
- Embedded an equity-based budgeting framework into the annual budget process.
- Aligns resources to student needs using data (e.g. student demographics, academic needs).
- Directs targeted investments to schools and programs with the greatest need.



# Priority Area 5: Strategy Spotlight

## A Common Framework for Continuous Improvement

- **Districtwide Lean framework** to consistently identify, test, and improve processes
- **Structured improvement cycle (Plan–Do–Check–Adjust)** to guide all projects
- **Common tools for leaders** (project charters, process mapping, impact/effort analysis) to drive results
- **Focusing on process, not people**, to improve efficiency, quality, and staff experience



# Next Steps

# Next Steps in Engagement

## Board Meeting

- Strategic Plan refresh: first read

May 28

## Board Meeting

- Strategic Plan refresh: second read
- Results 1 report

June 9

# Thank You!



**ISSAQUAH**  
**SCHOOL DISTRICT 411**

For more information about  
our district strategic plan,  
please visit our [website](#).