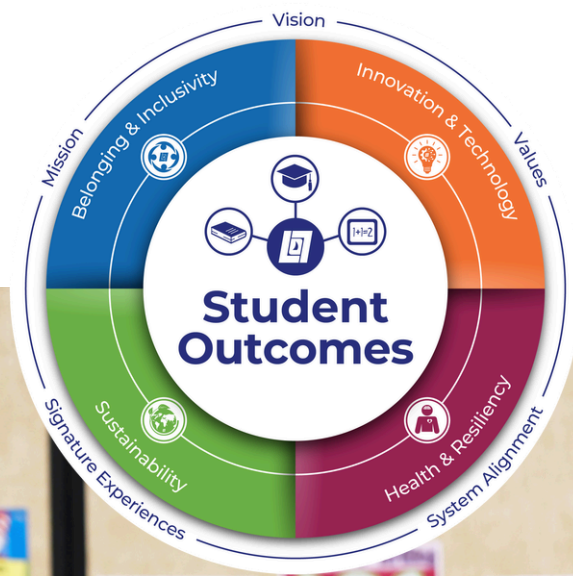


Lake Oswego School District

Strategic Plan

2026-2031







Superintendent's Letter

On behalf of the Lake Oswego School District, I am pleased to present our 2026-2031 Strategic Plan.

This plan guides our work and reflects extensive input from students, staff, families, and community members who are deeply invested in the success of our students and schools.

Throughout the planning process, we heard a consistent message: meaningful progress is being made, and we must continue to focus on the work that has the greatest impact on students in school, and in life.

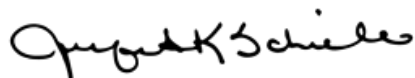
As part of this work, we examined the priorities of high-performing school districts across the country. While we found many common themes, we also recognized important differences, particularly in state funding and available resources. Rather than limiting our aspirations, that reinforced the importance of staying focused, aligning our efforts, and making thoughtful decisions about how we use our resources to best serve students.

The result is a strategic plan that provides clear direction, measurable goals, and actionable priorities while preserving the experiences, opportunities, and sense of community that make Lake Oswego School District exceptional.

Most importantly, this plan represents our shared commitment to ensuring every student is supported, challenged, connected, and prepared for their future. My hope is that it is felt by every student, staff, family, and community member who experiences our schools.

Thank you for your partnership, engagement, and belief in our students and schools.

Warmly,



Dr. Jennifer Schiele
Superintendent
Lake Oswego School District

The Foundation of Our Strategic Plan

Why We Exist

Mission

We are a learning community committed to educational excellence and a culture of belonging for every student.



What We Aim to Achieve

Vision

Every student graduates as a critical thinker, empowered to contribute positively in a complex world.

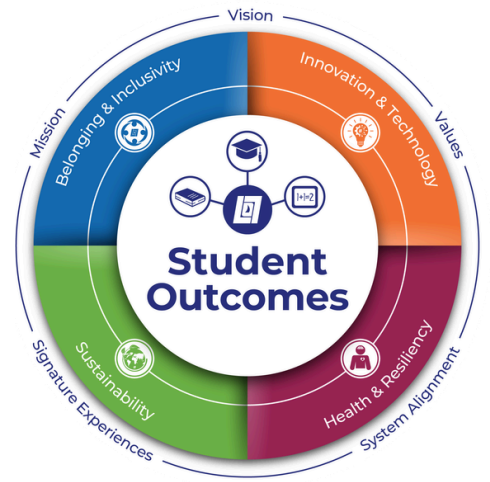


How We Work Together

Values

We ensure every student belongs.
We hold high expectations for every learner.
We support the whole child.
We learn and grow together.
We lead and serve collaboratively.





How We Focus Our Work

We focus our work on improving student outcomes while strengthening the conditions that support learning across our schools. Educational excellence ensures every student is supported, challenged, and included in meaningful learning experiences.

How We Create Results

Grounded in research and practice, we focus our efforts on the outcomes that matter most by strengthening foundational learning in literacy and mathematics, supporting students through key transitions, and preparing every student for graduation and beyond.

These outcomes are supported by the conditions that sustain strong learning environments, including belonging, health, innovation, and sustainability, as well as the rich experiences and community partnerships that define our schools.

Through this work, students develop the knowledge, skills, and dispositions needed for success, including critical thinking, communication, collaboration, responsibility, and adaptability.



Student Outcomes

Student outcomes sit at the center of this strategic plan and define the measurable results we are committed to improving over time. We ensure students demonstrate growth, reach grade-level expectations, and continue to progress beyond them, with equitable access to rigorous instruction, support, and experiences that prepare them for their future. We are committed to improving outcomes for every student and closing gaps where they exist, with a particular emphasis on students in focal groups who have historically been underserved.



Strong Foundations in Literacy

Improvement Commitments

- Increase the percentage of students demonstrating grade-level literacy by the end of third grade
- Strengthen early attendance and engagement to support literacy development
- Ensure consistent literacy instruction and intervention practices across all elementary schools
- Provide opportunities for students ready for additional challenge to extend their learning

Indicators

- Outcome Data: 3rd-grade language arts proficiency (meeting and exceeding standards)
- Engagement Data: K-2 attendance (by student group)
- Equity Monitoring: Disaggregated data to identify trends, gaps, and progress across student groups



Mathematical Reasoning and Problem Solving

Improvement Commitments

- Increase the percentage of students demonstrating grade-level proficiency in middle school mathematics
- Ensure consistent access to rigorous mathematics instruction and support
- Strengthen access to and participation in advanced mathematical learning

Indicators

- Outcome Data: 8th-grade math proficiency (meeting and exceeding standards)
- Access and Participation: Enrollment in advanced mathematics courses
- Equity Monitoring: Disaggregated data to identify trends, gaps, and progress across student groups



High School Readiness

Improvement Commitments

- Increase the percentage of students on track by the end of ninth grade
- Strengthen transitions between elementary, middle, and high school
- Ensure students are supported in accessing and engaging in academic pathways that challenge and interest them

Indicators

- Outcome Data: 9th-grade on-track rate
- Access and Participation: Student participation in courses aligned to academic pathways (e.g., advanced coursework, electives, or supports)
- Equity Monitoring: Disaggregated data to identify trends, gaps, and progress across student groups



Graduation and Postsecondary Readiness

Improvement Commitments

- Increase the percentage of students graduating within four years
- Strengthen participation in advanced coursework, career pathways, and leadership experiences
- Support students in identifying and pursuing postsecondary goals

Indicators

- Outcome Data: Four-year graduation rate
- Access and Participation: Participation in advanced coursework, career pathways, and postsecondary preparation experiences
- Equity Monitoring: Disaggregated data to identify trends, gaps, and progress across student groups

Conditions That Enable Student Success

These conditions support strong learning environments and ensure all students have access to the supports they need, with particular attention to students with the greatest needs.



Belonging and Inclusivity

Improvement Commitments

- Ensure every student has a trusted adult and peer connection
- Monitor belonging indicators and respond when gaps appear
- Strengthen inclusive practices across all schools
- Ensure safe, respectful, and focused learning environments by setting clear expectations and consistently responding to behavior
- Ensure consistent recognition of cultural and community contributions

Indicators

- Perception Data: Student, staff, and family survey responses on belonging and school climate
- Behavioral Data: Discipline referrals, attendance, and participation rates
- Engagement Measures: Student participation in school activities and classroom engagement
- Equity Monitoring: Disaggregated data to identify trends and gaps among student groups



Health and Resiliency

Improvement Commitments

- Improve regular student attendance across all schools
- Improve coordination and access to existing health supports and resources
- Strengthen student resiliency and healthy habits
- Strengthen collaboration among staff, students, and families
- Strengthen aligned systems that focus educator time on the highest-impact work, enabling high-quality instruction within manageable workloads

Indicators

- Attendance Data: Student attendance rates (overall and by student groups)
- Perception Data: Student and staff survey results related to wellness and school climate
- Participation Data: Participation in health and resiliency programming
- Staff Stability: Retention and staffing stability trends



Innovation and Technology

Improvement Commitments

- Refine and prioritize the use of instructional approaches, tools, and equipment to support learning
- Establish clear guidance for technology use
- Balance digital tools with foundational skill development
- Teach digital citizenship and responsible use

Indicators

- Implementation Data: Adoption and consistent use of technology guidelines
- Student Measures: Student digital citizenship and responsible use indicators
- Instructional Practice: Evidence of balanced technology use in classroom instruction (e.g., observation or feedback measures)



Sustainability

Improvement Commitments

- Integrate sustainability into operations and resource use
- Integrate environmental learning into existing instruction and student experiences
- Promote responsible stewardship of resources

Indicators

- Operational Data: Sustainability practices in facilities, transportation, and resource use
- Student Participation: Participation in sustainability-related learning and activities
- Implementation Data: Integration of sustainability practices across schools and programs

Signature Experiences

Our learning community values an educational experience that extends beyond core academic outcomes. These experiences define our schools and strengthen student engagement, belonging, and lifelong learning, while helping students develop confidence, leadership, and a sense of responsibility to others. We remain committed to sustaining these experiences and, where possible, strengthening them.

Rich Elementary Learning Experiences

Elementary students benefit from a well-rounded school day that includes access to programs such as music, library, innovation lab, and physical education. These experiences help students develop creativity, curiosity, and a love of learning.

Diverse Electives and Activities

Middle and high school students have access to a broad range and depth of electives and extracurricular activities that support exploration, leadership, and personal growth. These opportunities strengthen engagement and allow students to discover, develop, and pursue interests.

Student Voice and Leadership

Students play an active role in shaping their learning experiences through leadership opportunities in clubs, organizations, committees, and community engagement.

Family and Community Partnership

Our schools thrive through strong partnerships with families and the broader community. Parent volunteers, community organizations, and local partners enrich the educational experience, strengthen connections between schools and the community, and contribute time, talent, and resources that help sustain opportunities for students.





From Strategy to Action

Aligning Our System

District efforts, including instruction, services, technology, communications, and operations, align to support student outcomes. This includes prioritizing high-impact work, aligning professional learning, and focusing resources within existing capacity. Decisions are guided by an equity lens and a sustainability lens.

Monitoring Our Progress

Progress will be regularly reviewed and publicly reported. Monitoring ensures the plan remains active, responsive, and focused on student outcomes and conditions that enable student success.

Improvement Commitments

- Annual strategic plan progress update
- Public reporting of key indicators
- Ongoing review with the school board and community

Implementing Our Priorities

Each year, our district develops an implementation roadmap that identifies the specific initiatives, actions, and milestones that will advance the goals of this strategic plan. The roadmap serves as a living document, allowing us to respond to emerging needs, measure progress, and focus resources on the highest-impact work. While initiatives may evolve over time, they remain aligned to the student outcomes, conditions for success, and priorities outlined in this plan.

 **Lake Oswego School District**

losdschools.org/strategicplan

