

Strategic Plan Refresh Board Meeting: 6/9/26



ISSAQUAH
SCHOOL DISTRICT 411

Today's Agenda

1



Recap of last meeting

Recap of 5.28.26 work study and Board Meeting

2



Strategic Plan Refresh – Priority Areas and Strategies Second Read

Provide priority areas and strategies as a second read for the Board.

3



Timeline and next steps

Review implementation timeline and next steps

Guiding Documents and our Approach

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.

R1 Mission: 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.

Recap of 5.28.26 Meeting

Board Discussion and Feedback

- Appreciation of the narrow focus with 9 strategies, compared 18 in prior plan.
- Good explicit connection between school activities (e.g. sports, clubs and performing arts) as a recognition to the whole child.
- Grading practices and homework are factors that heavily impact the overall student experience and student mental health; and, changes are being discussed and are underway.
- The strategies to foster and generate trust in priority area 3 are more clear and aligned to our goals of engagement.
- Discussion about what type of metric is needed to understand mental health and well-being based on what our students need most (i.e. anxiety is a commonly cited concern from students and families)

Draft Priority Areas and Strategies

Priority Areas, Strategies and Operational Excellence

Priority Area 1: Student Well-Being

- S1 Advance a welcoming and positive climate and culture for students of all backgrounds to engage purposefully and productively in school.
- S2 Implement a multi-tiered system of support that addresses the full range of students' learning abilities, strengths, identities and styles.
- S3 Cultivate a sense of hope and joy for learning and provide more room for students to grow and explore passion and interests.
- S4 Continue to build community partnerships to support students and their families to meet basic needs.
- S5 Promote opportunities for students to find community inside and outside of school.

Priority Area 2: Learning Opportunities

- S6 Design learning experiences that support diverse career pathways and develop the durable skills so students are future ready.

Priority Area 3: Trust

- S7 Center on student voice to improve engagement and relevance in learning.
- S8 Engage staff to improve the student experience and bring forward ideas to deepen belonging.
- S9 Broaden opportunities for all families and community members across the district to engage and build stronger connections with our schools.

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 equitably, and use continuous improvement methods.

P1 & P2 Cross-Cutting Strategy Details

Priority Area 1: Student Well-Being

Description/Goal: Students will feel safe, supported, valued and connected, and have access to resources that support their well-being. Students will experience strong mental and physical health, and feel positive about being in school.

Priority Area 2: Learning Opportunities

Description/Goal: Students will have access to the resources to achieve key academic milestones. Resources will support a range of post-high school education and career opportunities, while decreasing disproportionality in academic outcomes. Students are highly engaged and have opportunities to pursue their interests and passions, with equitable access to achieve their goals.

- S1** Advance a positive and welcoming climate and culture for students of all backgrounds to engage purposefully and productively in school.
 - Create and sustain positive, culturally responsive school climates where students feel safe and experience belonging and connection through consistent implementation of Positive Behavioral Interventions and Supports (PBIS) expectations and proactive classroom management strategies, restorative practices for relationship repair and accountability, and trauma-informed adult responses.
 - Schools will develop, implement, and sustain plans that honor student identities, promote emotional and physical safety, and engage student voice in creating inclusive communities.
- S2** Implement a multi-tiered system (MTSS) of support that addresses the full range of students' learning abilities, strengths, identities and styles.
 - Strengthen Tier 1 instruction by identifying and integrating high leverage instructional strategies that address the continuum of learning needs, aligned to Universal Design for Learning (UDL) and CAST.
 - Develop and implement a districtwide Integrated MTSS framework with tiered academic, social-emotional and positive behavioral supports, incorporating social-emotional learning curriculum, evidence-based interventions and data systems to match students with appropriate supports.
 - Establish, sustain and measure the impact of classroom-based and supplemental interventions.
- S3** Cultivate a sense of hope and joy for learning, and provide more room for students to grow and explore passions and interests.
 - Improve homework and grading at high school to support students to learn, fail forward, and participate in activities that support their interest and passion.
 - Collaborate with staff to identify barriers and develop opportunities for students to enjoy learning and reduce stress at all grade levels.
 - Support innovative practices at the elementary and middle school levels to cultivate joyful and play-based efforts.

P1 & P2 Strategy Details

Priority Area 1: Student Well-Being

S4 Continue to build community partnerships to support students and their families to meet basic needs.

- Build a comprehensive and equitable mental health continuum of supports through data-informed decision making, intentional community partnerships, and innovative approaches that expand access, strengthen effectiveness, and respond to the diverse needs of students.
- Ensure families of all backgrounds have access to engage and contribute their expertise in support of their child's success in school.

S5 Promote opportunities for students to find community inside and outside of school.

- Increase support for students engaging in non-academic opportunities and develop systems that allow staff to ensure every student has a community of people with shared interests and space or venue to explore those interests.

Priority Area 2: Learning Opportunities

S6 Design learning experiences to support diverse pathways for career and the development of durable skills so students are future ready.

- Identify and enhance classroom learning where durable skills are explicitly taught and fostered.
- Identify opportunities to develop and implement career exploration at all levels.
- Implement a new High School and Beyond Plan scope and sequence that meaningfully engages students in setting post-high school goals and developing a learning plan that supports their goals.
- Develop partnerships that connect to career interests and support employment opportunities.

P3 Strategy Details - Trust

Priority Area 3: Trust

Description/Goal: Our students, staff, families, and broader community will be empowered as partners in shaping the future we aspire to build together. We will co-create a path forward that advances the Board's vision and goals for student success.

S7 Center on student voice to improve engagement and relevance in learning.

- Engage our students regularly to meet their needs and improve their daily school experiences.
- Open spaces for learning and listening with our students to inform future decisions and direction related to district programming and the student experience.

S8 Engage staff to improve the student and staff experience and bring forward ideas to deepen belonging.

- Dialogue with all staff and employee groups to listen and learn about their experiences and insights.
- Build the capacity of our staff to invest in their growth and contribute to a climate of belonging.

S9 Broaden opportunities for families and community members across the district to engage and build stronger connections with our schools.

- Build on expanded opportunities for families and the community to inform budget and resource allocation, capital projects and program decisions.
- Launch and embed engagement efforts to help the district navigate the short and long-term challenges.

Strategic Plan Indicators & Metrics

Purpose and Context for Metrics

Meaningful

Will improving this metric deliver a **real benefit** to the lives of our people?

Moveable

Can we realistically **move the numbers** on this metric with the **tools at our disposal** and in the **time available**?

Measurable

Do we already collect **useful data** on this metric OR are we willing to make an immediate investment to get that data within the next 3 months or less?

Strategic Plan Indicators & Metrics

Priority Area	Indicator/Metric	Note
Student Well-Being	% of students who report feeling a sense of belonging or fitting in at school	Part of R1 report previous - 3 year cycle
	% of students who report feeling emotionally safe/supported at school	Part of R1 report previous - 3 year cycle
	% of students who report that they feel safe during school	Part of R1 report previous - 3 year cycle
	% of students attending 90% or more of school days	Part of R1 report previous - 3 year cycle
	% of students who have an adult that they can go to for help	New
	% of students who were bothered by not being able to stop or control worrying more than half the days or nearly every day within the last two weeks	New
	% of students participating in extracurricular, athletic or work-based learning experiences in school or the community	New
Learning Opportunities	% of 3rd graders scoring proficient in literacy (level 3 or 4)*	Part of R1 report previous - 3 year cycle - Modified
	% of 8th graders scoring proficient in math (level 3 or 4)*	New
	% of students with C- or higher in Algebra 1	New
	% of students who graduate in 4 years or continuing	Part of R1 report previous - 3 year cycle
	% of students passing all classes - Ninth Grade on Track Rate*	New

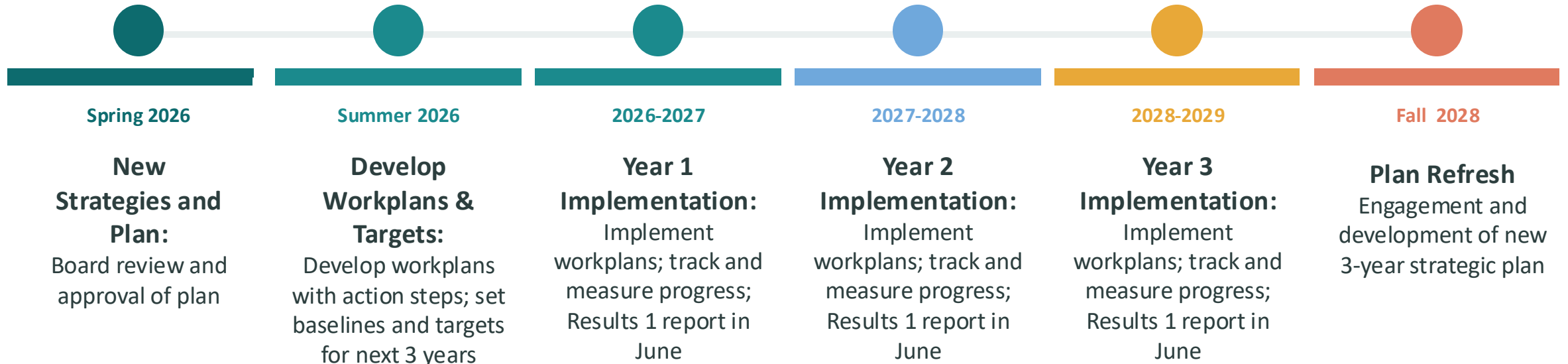
Strategic Plan Indicators & Metrics

Priority Area	Indicator/Metric	Note
Trust	% of staff who report feeling a sense of belonging at work	Part of R1 report previous - 3 year cycle
	Increase in Staff Net Promoter Score*	New
	Staff Confidence in School Administration (aggregated across the district by level), District Administration, Board	New
	Increase in Family Net Promoter Score*	New
	Family Confidence in School Administration (aggregated across the district by level), District Administration, Board	New

***Student data is disaggregated into groups: All, Black-Indigenous-People of Color (BIPOC), Students with Disabilities (SWD)**

Timeline & Next Steps

Strategic Plan Timeline & Next Steps



A team of eight team members will attend Harvard's Public Education Leadership Project (PELP) to refine the problem of practice.

Thank You!

- For more information on our current 3-year strategic plan please visit our website: [ISD strategic plan](#)
- [To review data connected to our current 3 year strategic plan please visit our System Health Indicators: Microsoft Power BI dashboard.](#)



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