Issaquah School District:
Strategic Plan Board Discussion
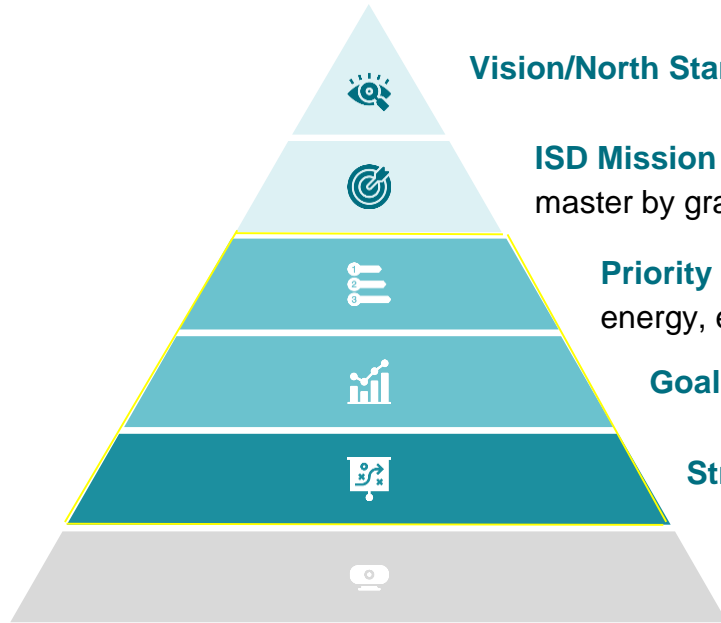*April 27, 2023*

Purpose

The purpose of our time today is to...

Present our draft strategic plan and resolution language for discussion.

We have engaged with hundreds of ISD community members to develop a draft 3-year strategic plan with multiple components

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

ISD Mission and ENDs: 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

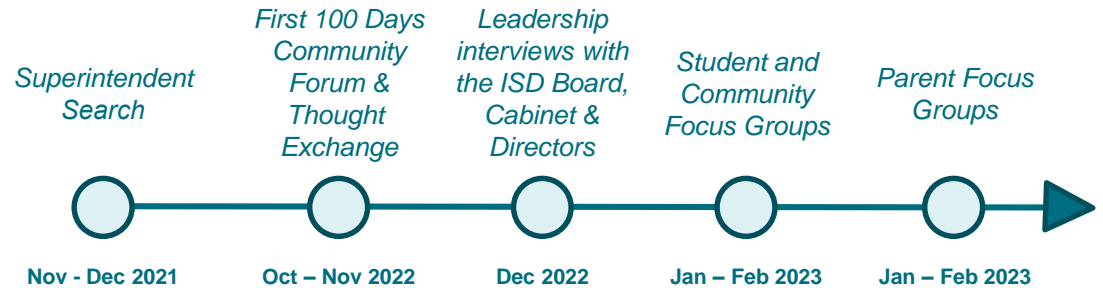**Goals and Metrics:** The way you will measure your progress

Strategies: The set of ISD actions to achieve the goals

Workstreams: Key initiatives and implementation plans will follow after the strategic planning process

ISSAQUAH
SCHOOL DISTRICT 411

All of the content of our draft plan has been built off engagement efforts with the ISD community dating back to winter 2021...

Thank you to the teams at Clark, Gibson Ek, Issaquah HS, Issaquah MS, Maywood, Beaver Lake, Skyline and Sunny Hills!

"Cat School" by Clark ES Student

Superintendent Search

Nov - Dec 2021

First 100 Days Community Forum & Thought Exchange

Oct – Nov 2022

Leadership interviews with the ISD Board, Cabinet & Directors

Dec 2022

Student and Community Focus Groups

Jan – Feb 2023

Parent Focus Groups

Jan – Feb 2023

Ongoing ISD admin and community group engagement

ISSAQUAH
SCHOOL DISTRICT 411

We are so thankful for everyone who has continued to provide meaningful ideas and feedback to create our vision and refine our draft strategic plan!

Thank you!

GSA Club - Pine Lake
A to Z - Pacific Cascade
Family Partnership Advisory Group
PTSA general assembly meeting
PRISM Club - Maywood
Chamber of Commerce Board Meeting
Black Student Union - Skyline
ISF Board Meeting
ISD Board retreat
Kiwanis Club
Safe Place Club – Beaver Lake
Community Listening Session
Vision Statement Thought Exchange
Care Club and SAGA Club – Issaquah HS
Special Education PTSA
District Administrators –Building/DO
Rotary
The Garage
PRISM Club – Liberty
GSA – Issaquah MS

Parents (50+), community members (70+), students (80+), and staff (80+) provided feedback in focus groups and meetings

More engagement to come...

ISSAQUAH
SCHOOL DISTRICT 411

Trends emerged from leadership interviews with Board and Cabinet members helped to shape the priority areas for our strategic plan...

Address disparities in behavior and academic metrics

We heard that we need to address disproportionate results in behavior and academic achievement which aligns with data: 10.1% of Black students were suspended last year compared to 1.4% of White students; 87.7% of low-income students graduate compared with 95.9% overall.

Reduce student stress

We heard that we need ISD to ensure all students are in spaces that support their mental health and in systems embedded with trauma-informed practices.

Increase diversity in workforce

We heard that we need to invest in hiring and professional development strategies to ensure that the diversity of ISD's teaching force matches that of the student population.

Improve operational consistency

We heard that ISD should leverage new excitement for change to improve internal systems for managing day-to-day operations, building a continuous improvement culture, and reporting and monitoring data to shift from a "small-district mindset" to a "large-district mindset."

ISSAQUAH
SCHOOL DISTRICT 411

...which have aligned with what we continue to hear from multiple constituent groups

Parents *ISD focus groups*	Students *ISD focus groups*	Teachers *Interviews with Delivery Associates*	Community groups *ISD focus groups*	Board members *Interviews with Delivery Associates*
Importance of student well-being and emotional health	**Education for students & teachers** on different identities	Increase resources for teachers to **support student behavior and social-emotional** learning	**Training for teachers** to support student social emotional needs	**Support students' emotional health** and ensure basic needs are met
More accountability on reporting and follow ups on discrimination issues	**More accountability** when incidents of discrimination occur		**Progress monitoring** with schools to ensure the plan is on track	**Address disproportionate results** in both behavior and academic achievement
Alternative pathways for students	**Address uneven academic standards** and grading practices	Additional **support for MLL and SPED** inclusion	**Focus on gaps in readiness and success** in algebra and STEM classes	**More pathways** for students who are not college-bound and shift how we measure growth
Recruitment of diverse staff to support our students	**More diversity** in social studies curriculum	More opportunities for **professional development**	**Investigate** why ISD has a lack of staff diversity	Support and train teachers to build and **support a culture of equity in our schools**
Culturally appropriate and consistent communication using a variety of methods	**Increased communication** about events and opportunities	**Increase communication and involvement** in district-wide decisions	**More authentic engagement** with the whole ISD community	**Improve the way we communicate** with the broader community

ISSAQUAH
SCHOOL DISTRICT 411

Our vision is that all Issaquah School District students engage in purposeful learning that unlocks potential and passion

We can make significant progress toward achieving this vision by focusing our efforts across five key priority areas:

Priority areas

Student Well-being	Academic Opportunity	Diverse Talent	Authentic Engagement	Organizational Effectiveness

Goals

Student Well-being		Academic Opportunity		Diverse Talent		Authentic Engagement		Organizational Effectiveness	
Students will feel safe and have a sense of belonging.	Students will have access to resources that support their basic needs, social-emotional, and mental health and behavioral health.	Increase student achievement of meaningful milestones and decrease opportunity gaps.	Students will have equitable access to resources and pathways that support individualized post-high school goals.	Staff will diversify our workforce, so it more closely matches our student population.	Leaders will foster a sense of belonging and inclusivity, which will lead to retention of diverse staff.	Staff will listen and follow-up on input from constituent groups.	Staff will lead effective engagement practices that provide opportunity and access for all, while reaching diverse members of the community.	Staff will model continuous improvement practices to improve the students, staff and family experience	Staff will increase engagement in decisions that support effective resource allocation based on priorities and needs to support students and staff.

ISSAQUAH
SCHOOL DISTRICT 411

STUDENT WELL-BEING

What are we trying to solve?

Description: Students will feel safe, affirmed in their strengths, and have access to resources that support their basic needs and well-being.

What are we going to do about it?

Goal 1: Students will feel safe and have a sense of belonging.

Goal 2: Students will have access to resources that support their basic needs, social-emotional, and mental and behavioral health.

What strategies can we deploy?

Over the next three years, ISD leaders and educators will:

- Create and implement a system for schools to work with each student and their family annually to develop goals that align with that student's strengths and interests.

- Examine curriculum and important school experiences to better represent the diversity of our students.

- Analyze and refine districtwide school safety framework to include emotional safety, physical safety, school climate, and student-based supports.

Over the next three years, ISD leaders and educators will:

- Provide services, develop community partnerships, and communicate about community resources so that students and families have information about how their basic needs can be met (breakfast, food, clothing, and health services).

- Implement social emotional learning for all students to boost engagement and positive peer to peer interactions utilizing universal design for learning, multi-tiered systems of supports, positive behavioral supports, and resources that are responsive and sustaining to student identities.

ACADEMIC OPPORTUNITY

What are we trying to solve?

Description: Students will have access to the resources needed to achieve key academic milestones throughout their ISD journey. These resources will support a range of post-high school education and career opportunities, while decreasing opportunity gaps.

What are we going to do about it?

Goal 1: Increase student achievement of meaningful milestones and decrease opportunity gaps.

Goal 2: Students will have equitable access to resources and pathways that support individualized post-high school goals.

What strategies can we deploy?

Over the next three years, ISD leaders and educators will:

- Design and implement academic interventions for literacy and math at each grade level.

- Design and implement Universal Design for Learning and Culturally Responsive Education strategies in all classrooms.

- Examine curriculum and assessment practices to better serve diverse students and address opportunity gaps.

Over the next three years, ISD leaders and educators will:

- Establish a baseline of offerings at all secondary schools 6-12 and ensure these programs are delivered consistently across all schools.

- Create and communicate unique pathways to graduation that ensure students from specific groups understand opportunities as aligned to their pathway and post-high school goals.

- Design and implement a researched program to support 9th grade on-track-to-graduate achievement.

DIVERSE TALENT

What are we trying to solve?

Description: Students will benefit when we recruit, retain, develop and engage staff to ensure a highly effective workforce that supports and reflects the diversity of the student population.

What are we going to do about it?

Goal 1: Staff will diversify our workforce, so it more closely matches our student population.

Goal 2: Leaders will foster a sense of belonging and inclusivity, which will lead to retention of diverse staff.

What strategies can we deploy?

Over the next three years, ISD leaders and educators will:

- Train hiring managers on effective hiring practices, including how to reduce bias.

- Build partnerships that support recruitment and relocation, including a focus on our commitment to diversity and inclusion.

Over the next three years, ISD leaders and educators will:

- Offer targeted and focused professional development that improves cultural competency amongst all staff, including access to affinity spaces and communities of support.

- Grow and offer resources for each stage of the employment life cycle, including a focus on career advancement.

AUTHENTIC ENGAGEMENT

What are we trying to solve?

Description: Students will benefit from meaningful engagement between constituent groups and the District that is ongoing and supportive of the diversity of our community.

What are we going to do about it?

Goal 1: Staff will listen and follow-up on input from constituent groups.

Goal 2: Staff will lead effective engagement practices that provide opportunity and access for all, while reaching diverse members of the community.

What strategies can we deploy?

Over the next three years, ISD leaders and educators will:

- Create a toolkit on incorporating a feedback loop in a transparent manner.

- Provide an engagement component to our annual community report.

Over the next three years, ISD leaders and educators will:

- Train and implement the toolkit to support all ISD staff on how to share information with students and families to support student success.

- Co-design systems with the communities we are serving.

Organizational Effectiveness

What are we trying to solve?

Description: Students will thrive, and experience meaningful learning supported by effective district systems, structures and processes, and resource allocation.

What are we going to do about it?

Goal 1: Staff will model continuous improvement practices to improve the students, staff and family experience.

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

What strategies can we deploy?

Over the next three years, ISD leaders and educators will:

- Develop a continuous improvement cycle throughout the organization.

- Create a diverse budget advisory group to inform resource allocation.

Over the next three years, ISD leaders and educators will:

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

- Partner with our community to inform facilities resource allocation decisions.

Board discussion on draft plan

Board Discussion

Thank you so much for your time

Thank You!