Issaquah School District:

Strategic Plan Resolution Discussion

May 11, 2023

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Purpose

The purpose of our time today is to...

Present our draft strategic plan and resolution language.

We are now in the third phase of the strategic planning process to finalize our strategic plan

| Data Review | Workshops and Engagement | Sharing our Draft Strategic Plan | Detailed Delivery Planning |

Data Review

Detailed rapid review of ISD data and leadership interviews in December 2022.

▶ *Initiated December 2022*

Workshops and Engagement

Sessions with all administrators, students, and teachers to craft the vision, priority areas, goals, metrics and strategies for the three year plan.

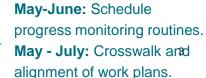▶ *Initiated January 2023*

Sharing our Draft Strategic Plan

Prioritizing strategies in a three-year plan that will move ISD forward towards a common vision/north star, priority areas, and goals.

★ **4/27:** Vision approved by the board. Draft plan discussion.

★ **5/11:** Final plan memorialized.

Detailed Delivery Planning

Develop work plans and establish a monitoring system for prioritized strategies in the strategic plan.

★ **May-June:** Implementation Planning. Refinement of goal metrics and identification of indicators. Setting targets and trajectories.

★ **May-June:** Schedule progress monitoring routines.

★ **May - July:** Crosswalk and alignment of work plans.

ISSAQUAH
SCHOOL DISTRICT 411

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: The way you will measure your progress

Strategies: The set of ISD actions to achieve the goals

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

ISSAQUAH
SCHOOL DISTRICT 411

Our vision is that "All students thrive as they engage in meaningful learning that unlocks their passion and potential to positively impact the world"

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

	Student Well-Being		Academic Opportunity		Diverse Talent		Authentic Engagement		Organizational Effectiveness	
Priority areas											
Goals	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 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.	District leadership and staff will diversify our workforce, so it more closely aligns with our student population.	District leadership and staff will foster a sense of belonging and inclusivity, leading to retention of diverse staff.	District leaders and staff will listen and follow up on input from constituent groups.	District leaders and staff will lead effective engagement practices that provide opportunity, partnership and access for all, while reaching diverse members of the community.	District leaders and staff will model continuous improvement practices to enhance student, staff and family experiences.	District leaders and staff will increase engagement in decisions that support effective resource allocation based on priorities and needs to support students and staff.

Draft for Discussion

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?

- 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 align with the diversity of our students.

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

- Provide services, develop community partnerships, and communicate about community resources so that students and families have information about how to meet their basic needs including 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 learning 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?

- Design and implement Universal Design for Learning and culturally responsive education strategies in all classrooms.

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

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

- 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 understand opportunities as aligned to their pathway and post-high school goals.

- Design and implement a system to deliver focused supports to ensure 9th grade students are on-track-to-graduate.

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: District leadership and staff will diversify our workforce, so it more closely aligns with our student population.

Goal 2: District leadership and staff will foster a sense of belonging and inclusivity, leading to retention of diverse staff.

What strategies can we deploy?

- 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.

- Offer professional development that improves cultural competency among all staff, and facilitate 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: District leaders and staff will listen and follow up on input from constituent groups.

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

What strategies can we deploy?

- Create and implement a co-design model to support staff at all levels to engage with students, families, staff, and the community to support student success.

- Develop and foster relationships to forge purposeful partnerships.

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

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.

What strategies can we deploy?

- Develop a continuous improvement cycle throughout the organization.

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

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

- Partner with our community to inform budgetary and resource allocation decisions.

Board discussion on draft plan

Board Action