



North Kitsap School District

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Meeting:	September 8, 2016
Category:	7. Management Report
Subject:	7.1.3 Strategic Plan Update
Goal(s):	Success for All Students Stakeholder Support and Satisfaction Effective and Efficient Operations
Budget Implication:	TBD
Summary:	This presented written report to the Board focuses on an overview of our District's Strategic Plan. This written overview will be followed later by updates of Action Plans and presenting progress toward the Strategic Goals.

Strategic Goals

- I. Success for All Students
 - A. Deliver instruction aligned to standards
 - B. Use instructional strategies to maximize student engagement and learning
 - C. Create safe and nurturing learning environments
 - D. Provide a variety of opportunities to meet the diverse needs of all students
- II. Stakeholder Support and Satisfaction
 - A. Optimize communication strategies which enhance transparency
 - B. Continuous district improvement based on stakeholder input
 - C. Increase stakeholder engagement
- III. Effective and Efficient Operations
 - A. Responsible allocation and expenditure of funds to meet district goals
 - B. Responsible stewardship of district assets
 - C. Clear and effective management systems



STRATEGIC PLAN

The School Board's top priority is to have 100% of third graders reading on grade level by 2020.

Success for All Students

We will empower our students to become competent, creative, compassionate and contributing citizens

Stakeholder Support and Satisfaction

Student learning experiences will be supported by fostering effective communication and purposeful stakeholder engagement

Effective & Efficient Operations

Support Student success through strong fiscal management, facilities planning, and engagement

Our Mission

The North Kitsap School District, in partnership with the community, will provide an academically challenging educational program to meet the diverse needs of all students in a safe, nurturing environment and empower them to be competent, compassionate and contributing citizens.

Setting a course for the future

By 2020, the NKSD graduation rate will be in the top 5% of the state.

STRATEGIC PLAN GOALS AND ACTION PLANS

I. Success for All Students

- A. Deliver instruction aligned to standards
 - 1. Alignment of core content will update on a regular cycle with material adoptions.
 - a) By 2016-2017, instruction in ELA CCSS will be aligned K-12.*
 - b) By beginning of 2017- 2018 school year, instruction in Science will be aligned K-12 with incorporation of Next Generation Science Standards.
 - c) Monitor and improve support for instruction in math grades K-12
- B. Use instructional strategies to maximize student engagement and learning
 - 1. By the beginning of the 2015-16 school year, all returning classroom teachers will have completed a cycle in the focused or comprehensive evaluation system.
 - 2. Support high functioning Professional Learning Communities (PLCs) at all levels as part of a comprehensive plan for professional learning.*
 - 3. Develop a comprehensive system of professional development and support for technology integration in the classroom.
- C. Build and maintain a talented and effective workforce
 - 1. Develop and implement strategic, assertive recruitment and hiring plans for certified and classified staff by June 2015.
 - a) Recruit and interview candidates at in-state career fairs for the purpose of making preliminary offers of employment.
 - b) Develop and implement an out-of-state recruitment plan for targeted positions.
 - 2. Develop and implement plans to maintain a highly effective certified and classified staff by June 2016. (Ensure work plan has a teacher mentor program.)
 - a) Increase training for classified and certificated regular staff and substitutes to maximize on the job effectiveness.
 - b) Develop and implement a teacher mentor program.
 - 3.
- D. Create safe and nurturing learning environments
 - 1. Plan and implement safety and security improvements by 2020.
 - 2. Provide on-going high quality professional development for school-based intervention teams to improve safety and security by 2016.
 - a) The implementation of PBIS strategies school-wide will help in decreasing the number of discipline offenses where students require an office visit will decrease by 10% by June 2016.
 - 3. Support schools in providing nurturing environments.
 - 4. Define family engagement and survey schools and parents regarding barriers of involvement and create new opportunities for increased engagement.
- E. Provide a variety of opportunities to meet the diverse needs of all students
 - 1. Identify student sub-groups through the use of a universal screener
 - a) Empower our students to become competent, creative, compassionate and contributing citizens.
 - 2. Annually evaluate current programs to determine if the needs of all learners are being met.

STRATEGIC PLAN GOALS AND ACTION PLANS

- a) Create and implement an effective multi-tiered ALE district program that provides opportunities for all students to be successful
 - b) Create district-wide CTE programs of study.
 - c) Evaluate current co/extra-curricular opportunities to determine if the needs of all learners are being met.
 - d) Review the new graduation requirements and ensure that we meet minimum state requirements of 24 credits for graduation beginning with the class of 2020. This review will include creating remediation opportunities for students who fail classes.
 - e) Make recommendations regarding: (1) when Breidablik will re-open; and (2) in what capacity the building re-open.
3. Annually evaluate current co-curricular and extra-curricular opportunities to determine if the needs of all learners are being met.

II. Stakeholder Support and Satisfaction

- A. Optimize communication strategies which enhance transparency
 1. Evaluate and update current communication strategies by June 2016.
- B. Continuous district improvement based on stakeholder input
- C. Increase stakeholder engagement
 1. Evaluate, coordinate and expand district volunteer options by 2017.
 2. Identify a method that streamlines communication with parents regarding educational, recreational, and enriching opportunities for NKSD families.
 3. Create meaningful opportunities for stakeholders to observe the educational process annually.
 - a) Create multiple opportunities for community members to meet with the superintendent and principals to tour buildings and classrooms during the 2015-16 school year by providing bus tours.

III. Effective and Efficient Operations

- A. Responsible allocation and expenditure of funds to meet district goals
 1. Base budget decisions on prioritized Strategic Plan initiatives
 2. Evaluate program effectiveness based on student success, delivery of services, and investment analysis.
- B. Responsible stewardship of district assets
 1. Develop and maintain district assets to an established target level of effectiveness and quality.
 2. Replace aging Food Services fleet.
 3. Create an annual replacement cycle of Food Services technology/POS equipment.
 4. Create an annual replacement cycle of elementary and middle school reach-in coolers and freezers.
 5. Replace inefficient equipment in FS Operations
 6. Develop a Facilities preventive maintenance plan for HVAC.
 7. Create a Facilities preventative maintenance plan for sewer and septic systems.

STRATEGIC PLAN GOALS AND ACTION PLANS

8. Develop a Food Service equipment preventative maintenance schedule
 9. Create a Facilities preventative maintenance plan for refrigeration equipment.
- C. Clear and effective management systems
1. Evaluate program effectiveness based on student success, delivery of services, and investment analysis

School/Department: Student Support		Team Name: 24 Credits		Leader: Jeff Sweeney	
Team Members: Jeff Sweeney, Christy Cole, Judson Miller, Josh Emmons, John Waller, Diana Palermo, Kate Moriarty, Laurie Wilkey, Andrew Wentworth, Joe Davalos					
District Goal: Success for All Students					
SMART Goal	Strategies and Action Steps	Cost	Who	Timeline	Evidence of Effectiveness
Create new opportunities for students to meet the minimum district requirements of 24 credits for graduation.	Waiver of two credits explored	\$0	Jeff	2015 - 16	Create a District Procedure that defines what unusual circumstances are in Policy
	Summer Semester (see separate Action Plan)		Kim	2015 - 16	Offer summer school classes for remediation and advancement.
	Regular six period day with expanded options for additional 0 and 7 th period.	\$80,000	Human Resources	2016 - 17	Students who have failed classes will be able recoup credit.
	Offer more high school classes at the middle school (P.E., Health, etc.)		Jeff, Tim, Megan	2016 - 17	Middle school students with have high school credit when they move to high school, providing a buffer of credits.
	Allow students to challenge courses and get credit if they pass a course	\$0	Jeff, Tim	2016 - 17	Students will take competency assessments created which will identify learning standards for the successful completion of that subject and give students credit when they pass the test.

	Review district grading policy	\$5,000	Jeff	2016 – 17	Grading policy revised to create greater consistency across the district.
	Rolling Start: Grades 6/9 students arrive 3 hours before rest of students on first day of school.	\$2,500	Jeff, Jeff M., Secondary Admin	2016 - 17	As measured by student and parent survey, students will feel a greater bond to the school.
	Increase the number of on-line classes (credit recovery, original credit)	\$2,000 per 10 seats.			
	Explore mastery learning/competency-based				
	Review a variety of schedule options (Trimester, 4 x4, Saturday Options)				
	Have a boot camp for incoming ninth grade students.				
	Moving career choices (or something similar) to middle school.				
	Create pre- apprenticeships				
	Offer Night School for recovery and advancement credit.				
	Review flexible day, year.				
	Review a secondary school concept.				