



NKSD 2015-16 Strategic Directions & Goals



North Kitsap School District's Mission Statement

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, creative, compassionate and contributing citizens.

Guiding Foundational Principles

These strategic directions and goals frame our purpose and guide our district's leadership team when making decisions and allocating resources. It will focus classroom and school building, and operational goals and align the entire organization on student success. It is a roadmap where our community can visualize the value of our public educational system.



The following are core foundational principles which guide our work.

We believe that:

- The objectives for accomplishing our goals must be measurable.
- Proven methods and best practices will be used and data will be collected ensuring that the district will build and improve its capability and capacity to achieve student outcomes.
- Progress to these goals will be regularly reviewed and evaluated and shared with the community. Goals will be refined with new knowledge and community input.

NKSD Strategic Plan Goals

1. Success for All Students

By 2020, NKSD graduation rate will be in the top 5% of the state. The board’s top priority will be to have 100% of third graders reading on grade level by 2020.

Operational Definition: We will empower our students to become competent, creative, compassionate and contributing citizens.

Goals:

1. Deliver instruction aligned to standards
2. Use instructional strategies to maximize student engagement and learning
3. Build and maintain a talented and effective workforce
4. Create safe and nurturing learning environments
5. Provide a variety of opportunities to meet the diverse needs of all students

2. Stakeholder Support and Satisfaction

Operational Definition: Student learning experiences will be supported and enriched by fostering effective communication and purposeful stakeholder engagement.

Goals:

1. Optimize communication strategies which enhance transparency
2. Continuous district improvement based on stakeholder input
3. Increase stakeholder engagement

3. Effective & Efficient Operations

Operational Definition: Support student success through strong fiscal management, facilities planning and effective systems.

Goals:

1. Responsible allocation and expenditure of funds to meet district goals
2. Responsible stewardship of district assets
3. Clear and effective management systems

North Kitsap School District
District Improvement (Action) Plan
2015-2016

District Goal: Success for All Students				
English Language Arts				
NKSD SMART GOAL: See Attached Goals				
STRATEGY	PERSON(S) Responsible	RESOURCE ALLOCATION	EVIDENCE (Actions, Strategies, and Interventions)	TIMELINE
ACTIVITES/ACTIONS				
Response to Intervention (RTI) / Multi-Tiered Systems of Support (MTSS) ELA: Each school will develop: 1) Capacity in master scheduling; 2) Assessments to screen, diagnose and monitor; 3) Programs to support in specific areas; 4) Professional development systems for struggling and highly capable students in all tiers; and 5) Systems to frequently review data to modify interventions	Teaching and Learning	<ul style="list-style-type: none"> State and Federal Program Funds LAP TOSAs Coaches 	Increased achievement on state and district assessments	On-going
Title I/LAP Intervention Teacher, Highly Capable Teachers and Special Education teachers will provide additional instruction to identified students using identified, research-based and scientifically proven ELA curriculum.	Teaching and Learning	<ul style="list-style-type: none"> Title I LAP Special Education Funding 	Progress monitor	On-going
<ul style="list-style-type: none"> Continue the NKSD ELA adoption cycle. Pilot ELA curriculum. Identify new ELA curriculum with 100% implementation 2016-17. 	Teaching and Learning	Enhancement to the existing curriculum budget will be needed for the	<ul style="list-style-type: none"> Outcomes for student achievement will not be evident until 	Instruction using aligned curricula will begin in September 2016.

		16-17 school year if a comprehensive adoption is to be achieved K-12.	<p>implementation occurs.</p> <ul style="list-style-type: none"> • Milestones for the 15-16 year include trainings, piloting materials, selection, ordering and planning for PD to support new materials. 	
Professional Learning Community (PLC): Utilizing the PLC process outlined by the Steering Committee, grade level and department teams will identify priority learning targets, align assessments, analyze data, use best practices, and adjust instruction.	Teaching and Learning	Title II	<ul style="list-style-type: none"> • Needs Assessment survey • Monitoring by principals • Deep Dives • PLC Steering Committee 	Aug 26: All staff PD to provide expectations and monitored throughout the year.
Provide summer school and accelerated instruction sessions for acceleration and remediation to students at-risk.	Teaching and Learning	<ul style="list-style-type: none"> • State and Federal Funds • BEA 	<ul style="list-style-type: none"> • Increased achievement on state and district assessments • Increased credit proficiency 	Summer 2016

District Goal: Success for All Students				
Mathematics				
NKSD SMART GOAL: See Attached Goals				
STRATEGY	PERSON(S) Responsible	RESOURCE ALLOCATION	EVIDENCE (Actions, Strategies, and Interventions)	TIMELINE
ACTIVITIES/ACTIONS				
Monitor and improve alignment of core math programs to increase academic achievement and close achievement gaps math K-12.	Teaching and Learning	<ul style="list-style-type: none"> Title II BEA 	Increased achievement on state and district assessments	On-going
RTI / MTSS Math: Each school will develop: 1) Capacity in master scheduling; 2) Assessments to screen, diagnose and monitor; 3) Programs to support in specific areas; 4) Professional development systems for struggling and highly capable students in all tiers; and 5) Systems to frequently review data to modify interventions.	Teaching and Learning	<ul style="list-style-type: none"> State and Federal Program Funds LAP TOSAs Coaches 	Increased achievement on state and district assessments	On-going
Title I/LAP Intervention and Special Education Teachers to provide additional instruction to identified, at-risk students using identified intervention math curriculum.	Teaching and Learning	<ul style="list-style-type: none"> Title I LAP ELL Special Education funding 	Progress monitor	Annually
PLCs: Utilizing the PLC process outlined by the Steering Committee, grade level and department teams will identify priority learning targets, align assessments, analyze data, use best practices, and adjust instruction.	Teaching and Learning	Title II	<ul style="list-style-type: none"> Needs Assessment survey Monitoring by principals Deep Dives PLC Steering Committee 	Aug 26: All staff PD to provide expectations and monitored throughout the year.

Develop and facilitate consultation/coaching on interventions and instructional strategies for individualized support for students	Teaching and Learning	<ul style="list-style-type: none"> Title I LAP BEA 	Increased achievement on state and district assessments	September 2015 - June 2016
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District Goal: Success for All Students				
Use Instructional Strategies to Maximize Student Engagement and Learning				
STRATEGY	PERSON(S) Responsible	RESOURCE ALLOCATION	EVIDENCE (Actions, Strategies, and Interventions)	TIMELINE
ACTIVITIES/ACTIONS				
Train new core instructional staff on the use of Instructional Framework.	Teaching and Learning	Title II	Sign ins and evaluations from trainings	<ul style="list-style-type: none"> Teachers must receive adequate training before they are evaluated. Trainings will begin in August and be held throughout the year.
<ul style="list-style-type: none"> District and schools will implement, monitor, and evaluate required components of schools' improvement plans. Each building will participate in Data Dialogues and Deep Dives. 	Teaching and Learning	<ul style="list-style-type: none"> Specific program funds. Funding allocated for 10 Academic and Behavioral Intervention 	<ul style="list-style-type: none"> Each school will meet with the Teaching & Learning team to take an in-depth look at data, implementation of MTSS, and professional 	<ul style="list-style-type: none"> On-going. Three hour "Deep Dive" meetings will occur twice during the school year in each school.

		TOSAs	<p>development activities related to the strategic plan.</p> <ul style="list-style-type: none"> Notes will be taken during these visits and schools will provided feedback as follow up. 	
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District Goal: Success for All Students				
Create Safe and Nurturing Learning Environments				
STRATEGY	PERSON(S) Responsible	RESOURCE ALLOCATION	EVIDENCE (Actions, Strategies, and Interventions)	TIMELINE
ACTIVITES/ACTIONS				
<ul style="list-style-type: none"> Positive Behavioral Intervention and Supports (PBIS) development district wide. Development of a Tier 1 universal system in 2015-2016 school year. Coaches and administrators will have advanced training. District wide training on the overview of PBIS. Coaches will be identified and roles defined. A district-level local coordinator will be identified for PBIS Assessment. A map of available resources and process will be developed. Action plans and timelines will be established. Allocation of funding will be for a three year 	Teaching and Learning	<ul style="list-style-type: none"> Building Coaches Title II 	<ul style="list-style-type: none"> Reduction in office referrals. Increase in academic achievement. Tier I established Tier 2 introduction 	On-going

implementation plan. <ul style="list-style-type: none"> • Cultural responsiveness to practices will be examined. • A data system will be identified and utilized to track effectiveness of system. 				
Develop systemic approach to analyze school based student behaviors in order to proactively address areas of need	Teaching and Learning	<ul style="list-style-type: none"> • Building coaches • Monthly meetings 	Frequent team meetings to analyze discipline trends	On-going

District Goal: Success for All Students				
Provide a Variety of Opportunities to Meet the Diverse Needs of All Students				
STRATEGY	PERSON(S) Responsible	RESOURCE ALLOCATION	EVIDENCE (Actions, Strategies, and Interventions)	TIMELINE
ACTIVITES/ACTIONS				
NKSD Highly Capable will update systems to identify our top 2% students who are representative of our community, including subgroups for equitable participation.	Teaching and Learning	<ul style="list-style-type: none"> • HCP Funds • BEA Funds 	<ul style="list-style-type: none"> • MDT Meetings • SLPs • COGAT Testing 	February 2016
NKSD Native Education Program will identify students of Native American and Alaskan Native descent to increase Title VII services that provide academic support and cultural opportunities.	Teaching and Learning	NAEP Funds	<ul style="list-style-type: none"> • Increased attendance and graduation rates. • Tutoring • Quest Speakers • Building Liaisons 	On-going
Identify student sub-groups through the use of a universal screener (STAR Math/Reading), SBA, and WELPA.	Teaching and Learning	<ul style="list-style-type: none"> • NAEP funds • HCP Funds 	<ul style="list-style-type: none"> • On-going data/progress data • Share with stakeholders 	On-going

Implement universal screener and progress monitoring tool in math and reading for K-1 district-wide use.	Teaching and Learning	<ul style="list-style-type: none"> • Purchase Star Literacy program • Train building staff on the program. 	Enhanced program selection and classroom differentiation based on the new data	September 2015
Train staff on ELPA21 and implement.	Teaching and Learning	<ul style="list-style-type: none"> • Title III • TBIP 	All students complete the assessment with fidelity	March 2016
A system of data collection will be established to facilitate evaluation of the academic programs listed below: <ul style="list-style-type: none"> • Dual Language • Options • AGATE (Suquamish) • ELL • Title I • LAP • ALE • Others to be determined 	Teaching and Learning	<ul style="list-style-type: none"> • Title III • TBIP 	Review data collected about academic programs to identify effectiveness and determine if further or modified implementation is needed.	Summer 2016
ELL staff will work with Bilingual and ESL staff to implement effective teaching strategies: Balanced literacy; high-yield strategies; ELPS training; LPAC; and Sheltered Instruction training (GLAD).	Teaching and Learning	<ul style="list-style-type: none"> • Title III • TBIP 	Increased scores on ELPA21	On-going
AMAOs data will be shared with all staff to ensure the instruction is as rigorous as the assessments.	Teaching and Learning	<ul style="list-style-type: none"> • Title III • TBIP 	Buildings use data to drive programming	September 2016
Alternative Learning Education (ALE): Research, develop, and implement options in alternative learning: <ul style="list-style-type: none"> • system for all students • track dropouts to re-engage 	Teaching and Learning	ALE Funds	Increase graduation rates	On-going
NKSD staff will be trained in Data Management Program	Teaching and Learning	<ul style="list-style-type: none"> • ORS 	Train the trainer	On-going

	Learning	<ul style="list-style-type: none"> • Query • My School Data 	model for each building	
<p>A system of data collection will be established to facilitate evaluation of extra/co-curricular programs listed below:</p> <ul style="list-style-type: none"> • Athletics <ul style="list-style-type: none"> ○ Boys Sports ○ Girls Sports • Before/after school activities, clubs • Activity Buses • Music • Alternative Learning • Others to be determined 	Teaching and Learning	<ul style="list-style-type: none"> • Title III • TBIP 	Review data collected about extra/co-curricular programs to identify effectiveness and determine if further or modified implementation is needed.	2015-16 School Year

District Goal: Stakeholder Support and Satisfaction				
STRATEGY	PERSON(S) Responsible	RESOURCE ALLOCATION	EVIDENCE (Actions, Strategies, and Interventions)	TIMELINE
ACTIVITES/ACTIONS				
Allocate NKSD staff to assist schools to promote strategies to effective increase parental involvement in all schools.	Teaching and Learning	State and Federal Programs	Increased Parent Involvement	On-going
Provide opportunities for the participation of all parents in all programs offered in the District.	Teaching and Learning	State and Federal Programs	Increased Parent Involvement	On-going
NKSD will take action to conduct, with the involvement of parents, an annual evaluation of the content and effectiveness of the parental involvement policy in improving the quality of Title I schools.	Teaching and Learning	State and Federal Programs	Increased Parent Involvement	October 2015
Students, parents, and staff perceive our schools as safe and well structured <ul style="list-style-type: none"> • Create, organize, parent support/partnerships 	Teaching and Learning	State and Federal Programs	Increased Parent Involvement	On-going

<p>across district</p> <ul style="list-style-type: none"> • Ensure all schools have parent support networks • Create programs to encourage participation • Create communications network/system regarding events being organized to enhance parent participation/collaboration 				
WaKIDS	Teaching and Learning	State provides 3-day waiver in order for teachers to conduct family connection meetings at the beginning of the school year.	Teachers will facilitate dialogue using the “Introducing Me” informational brochure that parents complete about their children.	First 3 days of the school year
Board Committee	Board Members (currently Beth Worthington & Bruce Christen)	Voluntary Participants	The committee’s goal is to develop a presentation to share with community organizations to help encourage involvement of the community to actively engage in and support the mission of NKSD.	On-going

North Kitsap School District 2014-2015 ELA Data

Grade	NKSD Proficient	Washington State Proficient	2015-2016 Goal
3	60% (436 Students)	53%	68%
4	66% (419 Students)	55%	73%
5	71% (436 Students)	58%	77%
6	62% (439 Students)	54%	70%
7	64% (437 Students)	58%	71%
8	65% (489 Students)	58%	72%
11	75% (534 Students)	65%	80%

North Kitsap School District 2014-2015 ELA 3rd Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	60% (436 Students)	53%	68%
American Indian or Alaska Native	32% (25 Students)	26%	46%
Asian	72% (18 Students)	70%	78%
Black or African American	57% (7 Students)	35%	66%
Two or More Races	50% (56 Students)	55%	60%
Hispanic or Latino	46% (59 Students)	34%	57%
Native Hawaiian or Other Pacific Islander	100% (3 Students)	32%	100%
White	66% (268 Students)	61%	73%
ELL	35% (32 Students)	20%	43%
IDEA	37% (73 Students)	27%	50%

North Kitsap School District 2014-2015 ELA 4th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	66% (419 Students)	55%	73%
American Indian or Alaska Native	31% (13 Students)	26%	45%
Asian	83% (12 Students)	73%	86%
Black or African American	50% (4 Students)	36%	60%
Two or More Races	60% (57 Students)	57%	68%
Hispanic or Latino	53% (53 Students)	35%	62%
Native Hawaiian or Other Pacific Islander	100% (1 Student)	35%	100%
White	71% (279 Students)	64%	77%
ELL	43% (23 Students)	18%	54%
IDEA	21% (58 Students)	21%	37%

North Kitsap School District 2014-2015 ELA 5th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	54% (440 Students)	49%	64%
American Indian or Alaska Native	38% (16 Students)	31%	47%
Asian	53% (15 Students)	74%	62%
Black or African American	43% (7 Students)	39%	54%
Two or More Races	71% (49 Students)	61%	77%
Hispanic or Latino	67% (58 Students)	39%	74%
Native Hawaiian or Other Pacific Islander	33% (3 Students)	39%	46%
White	76% (288 Students)	66%	81%
ELL	41% (17 Students)	16%	53%
IDEA	21% (64 Students)	19%	37%

North Kitsap School District 2014-2015 ELA 6th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	62% (439 Students)	54%	70%
American Indian or Alaska Native	45% (20 Students)	29%	56%
Asian	59% (17 Students)	75%	67%
Black or African American	29% (7 Students)	36%	43%
Two or More Races	57% (44 Students)	58%	66%
Hispanic or Latino	47% (49 Students)	35%	58%
Native Hawaiian or Other Pacific Islander	50% (2 Students)	34%	60%
White	67% (300 Students)	61%	74%
ELL	20% (15 Students)	26%	36%
IDEA	26% (62 Students)	13%	41%

North Kitsap School District 2014-2015 ELA 7th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	64% (437 Students)	58%	71%
American Indian or Alaska Native	22% (16 Students)	33%	38%
Asian	86% (7 Students)	76%	89%
Black or African American	100% (1 Student)	38%	100%
Two or More Races	53% (55 Students)	61%	62%
Hispanic or Latino	58% (45 Students)	39%	66%
Native Hawaiian or Other Pacific Islander	0	40%	0
White	69% (311 Students)	65%	75%
ELL	20% (10 Students)	10%	36%
IDEA	20% (56 Students)	13%	36%

North Kitsap School District 2014-2015 ELA 8th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	65% (489 Students)	58%	72%
American Indian or Alaska Native	38% (13 Students)	32%	50%
Asian	62% (13 Students)	76%	70%
Black or African American	100% (3 Students)	37%	100%
Two or More Races	72% (53 Students)	62%	78%
Hispanic or Latino	51% (51 Students)	39%	61%
Native Hawaiian or Other Pacific Islander	50% (4 Students)	38%	60%
White	67% (352 Students)	65%	74%
ELL	18% (11 Students)	11%	34%
IDEA	12% (42 Students)	13%	30%

North Kitsap School District 2014-2015 ELA 11th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	75% (534 Students)	65%	80%
American Indian or Alaska Native	37% (19 Students)	44%	50%
Asian	88% (17 Students)	75%	90%
Black or African American	80% (5 Students)	46%	84%
Two or More Races	56% (52 Students)	67%	65%
Hispanic or Latino	67% (57 Students)	49%	74%
Native Hawaiian or Other Pacific Islander	0% (1 Students)	41%	100%
White	90% (383 Students)	71%	92%
ELL	0% (8 Students)	13%	20%
IDEA	25% (60 Students)	20%	40%

North Kitsap School District 2014-2015 Math Data

Grade	NKSD Proficient	Washington State Proficient	2015-2016 Goal
3	64% (429 Students)	57%	71%
4	60% (421 Students)	54%	68%
5	54% (440 Students)	49%	63%
6	56% (434 Students)	46%	65%
7	55% (434 Students)	49%	64%
8	57% (479 Students)	48%	66%
11	48% (94 Students)	29%	58%

North Kitsap School District 2014-2015 Math 3rd Grade Sub-Group Data

	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	64% (429 Students)	57%	71%
American Indian or Alaska Native	42% (24 Students)	32%	54%
Asian	76% (17 Students)	76%	81%
Black or African American	50% (6 Students)	37%	60%
Two or More Races	65% (55 Students)	57%	72%
Hispanic or Latino	51% (59 Students)	40%	61%
Native Hawaiian or Other Pacific Islander	100% (3 Students)	36%	100%
White	67% (265 Students)	65%	74%
ELL	39% (31 Students)	29%	51%
IDEA	31% (70 Students)	29%	45%

North Kitsap School District 2014-2015 Math 4th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	60% (421 Students)	54%	68%
American Indian or Alaska Native	31% (13 Students)	26%	49%
Asian	73% (11 Students)	76%	78%
Black or African American	25% (4 Students)	34%	40%
Two or More Races	54% (56 Students)	56%	63%
Hispanic or Latino	47% (55 Students)	35%	58%
Native Hawaiian or Other Pacific Islander	100% (1 Student)	35%	100%
White	65% (281 Students)	62%	72%
ELL	38% (24 Students)	22%	50%
IDEA	17% (59 Students)	21%	33%

North Kitsap School District 2014-2015 Math 5th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	54% (440 Students)	49%	63%
American Indian or Alaska Native	31% (16 Students)	23%	45%
Asian	40% (15 Students)	70%	52%
Black or African American	14% (7 Students)	27%	31%
Two or More Races	54% (50 Students)	50%	63%
Hispanic or Latino	56% (57 Students)	29%	65%
Native Hawaiian or Other Pacific Islander	33% (3 Students)	30%	46%
White	57% (292 Students)	56%	66%
ELL	29% (17 Students)	14%	43%
IDEA	11% (65 Students)	14%	29%

North Kitsap School District 2014-2015 Math 6th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	56% (434 Students)	46%	65%
American Indian or Alaska Native	24% (21 Students)	23%	39%
Asian	47% (17 Students)	71%	58%
Black or African American	0% (4 Students)	26%	20%
Two or More Races	51% (43 Students)	48%	61%
Hispanic or Latino	46% (50 Students)	26%	57%
Native Hawaiian or Other Pacific Islander	50% (2 Students)	24%	60%
White	61% (297 Students)	53%	69%
ELL	13% (16 Students)	9%	30%
IDEA	14% (59 Students)	10%	31%

North Kitsap School District 2014-2015 Math 7th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	55% (434 Students)	49%	64%
American Indian or Alaska Native	6% (18 Students)	25%	25%
Asian	57% (7 Students)	74%	65%
Black or African American	0% (1 Student)	29%	50%
Two or More Races	49% (55 Students)	50%	59%
Hispanic or Latino	44% (45 Students)	29%	55%
Native Hawaiian or Other Pacific Islander	0	29%	50%
White	60% (308 Students)	55%	68%
ELL	0% (10 Students)	10%	40%
IDEA	5% (57 Students)	10%	24%

North Kitsap School District 2014-2015 Math 8th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	57% (479 Students)	48%	66%
American Indian or Alaska Native	25% (12 Students)	21%	40%
Asian	62% (13 Students)	72%	70%
Black or African American	67% (3 Students)	26%	74%
Two or More Races	69% (52 Students)	50%	75%
Hispanic or Latino	34% (50 Students)	29%	47%
Native Hawaiian or Other Pacific Islander	50% (4 Students)	28%	60%
White	59% (345 Students)	54%	67%
ELL	18% (11 Students)	12%	34%
IDEA	7% (41 Students)	8%	26%

North Kitsap School District 2014-2015 Math 11th Grade Sub-Group Data

NKSD Proficient	NKSD Proficient	Washington State Proficient	2015-2016 Goal
All	48% (94 Students)	29%	58%
American Indian or Alaska Native	0% (1 Student)	13%	20%
Asian	0% (2 Students)	50%	20%
Black or African American	0% (1 Student)	13%	20%
Two or More Races	44% (9 Students)	30%	55%
Hispanic or Latino	36% (14 Students)	15%	49%
Native Hawaiian or Other Pacific Islander	0	13%	20%
White	54% (67 Students)	34%	63%
ELL	0% (2 Students)	7%	20%
IDEA	13% (16 Students)	4%	30%