

Meeting: October 11, 2018

Category: Consent Agenda

Subject: District Improvement Plan

Goal(s): Success for All Students
Stakeholder Support and Satisfaction
Effective and Efficient Operations

Summary: This written report to the Board presents a draft of the District Improvement Plan (DIP). The DIP has been updated with Smarter Balanced Assessment and attendance data. We will update the DIP when we have current STAR data and when we receive updated graduation data from OSPI.

School Improvement Plans will be brought to the Board at the October 11 Board meeting.

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

NKSD 2018-2019 District Improvement Plan



North Kitsap School District 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 direction 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 goals and align the entire organization on student success. It is a road map 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.



North Kitsap School District: Improvement Plan 2018-2019

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



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Goal 1, English Language Arts: North Kitsap School District will increase the number of students who are at or above benchmark on the SBA and STAR Reading by June 2019 based on the following amount:

SBA ELA			STAR ELA			
Grade	2018 Cohort Results	Spring 19 Goal	Grade	Fall 18	1 st Window	Spring 19 Goal
3	N/A	%	K	%		%
4	64%	74%	1	%		%
5	61%	68%	2	%		%
6	66%	75%	3	%		%
7	56%	69%	4	%		%
8	59%	61%	5	%		%
10	79%	84%	6	%		%
			7	%		%
			8	%		%

Rationale:

- This goal addresses the District’s Strategic Goal of “Success for All Students”. This goal also moves us toward the District’s goal of being in the top 5% for graduation rates in Washington State and 100% of third grade students reading at grade level by 2020.
- Data reveals an opportunity to adjust ELA instruction in coordination with the ongoing ELA adoption/review and PLC's.

Actions:

- Implement master schedules offering all students access to core plus more with fidelity.
- Support use of Ready Gen/Engage NY materials with fidelity.
- Utilize consistent assessments within core content
 - Screen
 - Diagnose
 - Measure growth
 - Monitor progress



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- Support the use of interim assessments so teachers can use the results to help them learn and reflect on what's working and what needs improving in their classroom.
 - Modify instruction as needed
- Utilize MTSS process for identified students
 - Analyze data
 - Create extensions
 - Monitor progress
 - Modify interventions
- Enhance the PLC process to increase student achievement by reviewing available and making changes as needed
 - Grade level and department teams
 - Building and district leadership teams
 - Focus on including staff who teach typically underserved students
- Alignment of goals
 - Strategic Plan
 - District Improvement Plan
 - School Improvement Plan
 - Principal student growth goals
 - Grade level and department PLCs
 - Teacher student growth goals
 - Goals to address opportunity gaps
- Create and implement an English Language Arts teacher leadership group
- Create an action plan to increase access to grade level curriculum for typically underserved students through targeted scaffolding to enhance achievement



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Goal 2, Math: North Kitsap School District will increase the number of students who are at or above benchmark on the SBA and STAR Math by June 2019 based on the following amount:

SBA Math			STAR Math				
Grade	2018 Cohort Results	Spring 19 Goal	Grade	Fall 18	1 st Window	Spring 19 Goal	%
3	N/A	%	2	%			%
4	60%	71%	3	%			%
5	50%	65%	4	%			%
6	52%	64%	5	%			%
7	54%	68%	6	%			%
8	59%	71%	7	%			%
10	52%	62%	8	%			%

Rationale:

- This goal addresses the District’s Strategic Goal of “Success for All Students”. This goal also moves us toward the District’s goal of being in the top 5% for graduation rates in Washington State by 2020.
- Data reveals an opportunity to adjust instructional curricular materials and pacing through PLC's.

Actions:

- Create master schedules offering all students access to core plus more with fidelity
- Support use of Math Expressions/Holt materials with fidelity
- Increase access to math materials at school and at home
- Utilize consistent assessments within core content
 - Screen
 - Diagnose
 - Measure growth
 - Monitor progress



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- Support the use of interim assessments so teachers can use the results to help them learn and reflect on what's working and what needs improving in their classroom.
 - Modify instruction
- Utilize MTSS process for identified students
 - Analyze data
 - Create extensions
 - Monitor progress
 - Modify interventions
- Enhance the PLC process to increase student achievement
 - Grade level and department teams
 - Building and district leadership teams
 - Focus on including staff who teach typically underserved students
- Alignment of goals
 - Strategic Plan
 - District Improvement Plan
 - School Improvement Plan
 - Principal student growth goals
 - Grade level and department PLCs
 - Teacher student growth goals
 - Goals to address opportunity gaps
- Create and implement a math teacher leadership group
- Engage in inquiry to identify strengths and needs of curriculum available to and utilized by special education staff
- Expand collaboration opportunities between mathematics and science staff
- Create an action plan to increase access to grade level curriculum for typically underserved students through targeted scaffolding to enhance achievement



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Goal 3, School Culture: All students will be educated in learning environments that are safe, supportive and conducive to learning.

Rationale: This goal addresses the District’s Strategic Goal of “Success for All Students”. This goal also moves us toward the District’s goal of being in the top 5% for graduation rates in Washington State by 2020.

Actions:

- Alternative Learning: Choice Academy
 - Offering alternative means to obtain education
 - Recognizing and addressing social, emotional needs of students
- Targeted District Level Professional Development integrated into district standards, policies and practices
- School Improvement Plans emphasize intentional integration of social/emotional learning into instructional practices
- PBIS implementation
- Professional learning for Certificated and Classified Staff
 - Restorative practice
 - Provide training for school staff to implement restorative practices in schools
 - Trauma informed instruction
 - Culturally responsive teaching and learning
 - Safe Schools
 - Facilitate ALICE training for district staff at each school
 - Organize and implement ALICE drills for students
 - Provide emergency supplies to school to help them be prepared to respond to emergencies
 - Implement threat assessment process
- MTSS implementation
 - Utilize Special Education Targeted Staffing Plan in conjunction with MTSS processes to increase collaborative work to support student independence and achievement.
- Tribal consultation
- Equity awareness
- Harassment, intimidation and bullying prevention
- Improved student emergency plans
- Evaluate systems based on Risk Assessment Survey



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- Analyze data from Healthy Youth Survey
- Analyze data from School Climate Survey
- Provide social/emotional support in the following programs:
 - Second Step
 - Kelso's Choice
 - Zones of Regulation
 - Suicide prevention awareness
 - Student threat assessment

Goal 4, Attendance: North Kitsap School District will increase overall attendance rate by 2%: from 93.88% to 95.88%

Rationale: This goal addresses the District's Strategic Goal of "Success for All Students". This goal also moves us toward the District's goal of increasing student attendance at all buildings.

Actions:

- All schools using common attendance letters
- Update district attendance policy and procedure
- Monitor and track attendance to identify patterns for early interventions
- District Leadership Team analyzes students' attendance data
- Consistent communication about attendance expectations and requirements
 - Community service announcements to parents regarding the impact of good attendance through building and classroom newsletters on a monthly basis.
 - Parents notified in writing or by phone of any unexcused absences
 - District Letters
 - Letters to guardians of students with 5 & 10 days of excused absences that include the importance of attendance and possible interventions
 - Meetings held with students who have 5 days of excused absences within a month, or 10 in a year, to develop a plan to eliminate or reduce student absences
 - Conferences with parent and child after three unexcused absences to develop plan to eliminate or reduce student absences



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- Utilize a Community Truancy Board to reduce chronic absenteeism and support student attendance
- File BECCA petition for any student who has five or more unexcused absences for referral to the Abatement Program
- Utilize district attendance letters for both the Becca truancy process and chronic absence
- Update building principals in the required truancy process
- Train all elementary school attendance secretaries on using Skyward to generate attendance letters
- Develop consistent prior arranged process and forms
- Review and update the assessment process required for filing a Becca (WARNs)
- Connect with Tribal educational departments to provide resources and information regarding chronic absences
- Continue the development of resources for community awareness and positive social norming of attendance

Goal 5, Graduation Rate: North Kitsap School District will increase the on time and extended graduation rates by the following amounts (4 and 5-year graduation rates for the Spring of 17 have not been finalized)

	Actual		Spring Goals	
	4 Yr.	5 Yr.	4 Yr.	5 Yr.
10-11	81.00%	81.00%		
11-12	79.30%	84.70%		
12-13	80.40%	83.80%		
13-14	85.30%	82.20%		
14-15	85.90%	86.20%		
15-16	85.90%	90.00%		
16-17	87.60%	89.70%	89.27%	92.43%
17-18				

Rationale: This goal addresses the District’s Strategic Goal of “Success for All Students”. This goal also moves us toward the District’s goal of being in the top 5% for graduation rates in Washington State.



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Actions:

- Alternative Learning: Choice Academy
 - Offering alternative means to obtain education
 - Recognizing and addressing social, emotional needs of students
- Create same common schedule for both high schools for the 2019-20 school year
- District and schools will create, monitor, and evaluate required components of SIPs
- District will expand opportunities for students to meet graduation requirements
 - Choice Academy
 - Credit for Competency
 - Dual Credit
 - Alternative Learning Environments
 - Career and Technical Education
 - Investigates current research and best practice related to grading practices and creates an action plan to offer professional development to staff
- Per recommendations of the Schedule Committee, added the following to both high schools: Graduation Assistant and two extra sections for remediation