

# Our Offerings: Supporting Our Learners

**Impact Statement:** LISD will offer students multiple strategies and tools that inspire them to engage in active learning and connect with the curriculum.

**Strategic Initiative:**  
LISD will train staff on up-to-date research-based best practices in teaching and learning.

- Success Criteria:**
- LISD will seek out and provide training for staff on innovative teaching and learning practices and will develop and implement a district-wide professional development calendar before the start of each new school year that is consistent with the goals and objectives of the strategic plan.
  - LISD will continue and expand ongoing Professional Learning Communities (PLC) for collaboration with an emphasis on inclusion, diversity, and equity.
  - LISD educators will have access to personalized professional training focused on multilingual, Homeless, Special Education, Section 504, LGBTQ+, and advanced learners.
  - LISD will develop internal communication and accountability systems that facilitate curriculum continuity between instructors, grade levels, grading, and classrooms.

**Strategic Initiative:**  
LISD students will engage in hands-on, real-world learning experiences.

- Success Criteria:**
- LISD will identify and create a list of experts within the community that will help provide students with hands-on, real-world learning experiences in classrooms, extracurricular activities, field trips, intensives, and apprenticeships.
  - LISD will create new and support current programs approved by OSPI including CTE-Work Based Learning, Alternative Education options, and Parent Partner
  - LISD students will have access to multiple opportunities in the classroom, extracurricular activities, field trips, intensives, and apprenticeships to build positive relationships and life skills.

**Strategic Initiative:**  
LISD staff will assess and respond to students' academic, social and emotional needs and interests to drive learning experiences.

- Success Criteria:**
- LISD will utilize Multi-tiered Systems of Support (MTSS) to implement both academic and social-emotional intervention and acceleration to support instruction and wellness in our students.
  - LISD will analyze academic (SBAC, iReady, ASVAB, SAT, ACT, PSAT, etc.) and emotional (Hope, ACEs, DSMV, etc.) assessments to create interventions and supports for academic success and social-emotional well-being.
  - LISD will use the District's Student Record System (Qmlative) for internal accountability with MTSS, Attendance, Behavior, and Academic performance data to monitor student progress and successes.
  - LISD will utilize Northwest Regional Data Center (NWRDC) or other data analysis and reporting systems to create the reports needed to monitor student progress and successes.

<p><b>Strategic Initiative:</b> LISD will support staff to utilize the UDL framework in personalizing student learning and shifting to mastery-based outcomes and grading practices.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will support staff as they develop lessons with clear goals aligned with state standards.</li> <li>• LISD will train staff to develop lessons that give students opportunities for self-reflection and options related to the methods and materials students will use to learn the content and skills that are the target of the lesson.</li> <li>• LISD will develop systems that allow for student voice and choice in their daily work and the assessment of their content knowledge and skills.</li> <li>• LISD will develop a guaranteed and viable curriculum where we identify essential learnings for each course or grade level and where all students will learn at high levels.</li> <li>• LISD will develop a system for standards-referenced reporting where there is a clear learning progression and a method for identifying when students have achieved mastery.</li> </ul>
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**Impact Statement:** LISD students have relevant and meaningful opportunities to express their learning and academic successes in multiple ways.

<p><b>Strategic Initiative:</b> LISD will create inspiring and engaging learning environments that encourage student expression and participation.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD uses instructional practices that value student voices and life experiences.</li> <li>• LISD instruction is academically rigorous.</li> <li>• LISD practices facilitate multidisciplinary interactive learning experiences including arts integration, cross-curricular, embodied, outdoor, alternative learning experience (ALE), and evidence-based approaches.</li> <li>• Learning spaces are designed and organized to encourage a sense of pride, ownership, and responsibility in students.</li> <li>• Learning spaces are created to facilitate both independent and collaborative learning.</li> </ul>
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<p><b>Strategic Initiative:</b> LISD will explore opportunities to expand educational pathways for students by identifying local and regional postsecondary and occupational opportunities and developing ways to share this information with students.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will collect and share annual data (e.g., surveys) showing that LISD maintains an atmosphere of learning where students, staff (certificated, classified, and support personnel), families, principals, and community members feel safe in the work environment.</li> <li>• LISD will partner with community members, agencies, and businesses to host an annual Career Fair.</li> <li>• LISD will bring students and families to College Fairs and Career Fairs in the Pacific Northwest region.</li> <li>• LISD will pursue other available opportunities (including Virtual) to allow students to understand different career and educational paths.</li> </ul>
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<p><b>Strategic Initiative:</b> LISD will engage students' interests and passions to encourage their academic progress and connect them to career pathways.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will partner with community organizations such as the Department of Vocational Rehabilitation (DVR) and Sherwood Community Services for pre-employment guidance.</li> <li>• LISD will create and implement a revised Comprehensive School Counseling Program per WA state law.</li> <li>• LISD will provide students with multiple venues (online exploration, in-person, apprenticeships, internships, job shadowing) for academic and career exploration to develop their High School and Beyond plans and decide their graduation pathways.</li> <li>• LISD will support and meet students' academic and career pathways and fulfill LISD graduation requirements for the Honors, Standard, and Essential diplomas.</li> </ul>
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**Impact Statement:** LISD students are empowered to understand the value of their educational experience and are inspired to be lifelong learners.

<p><b>Strategic Initiative:</b> LISD students will receive timely feedback and communication about their academic progress.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD classroom instruction develops students' abilities to demonstrate proficiency in skills and depth of knowledge.</li> <li>• LISD will implement a mastery-based learning initiative in concert with the development of universal design for learning (UDL) instructional practices in classrooms.</li> <li>• LISD will clearly communicate the purposes and benefits of mastery-based learning outcomes with UDL instructional practices to students, parents, and LISD staff.</li> <li>• LISD will provide school communities and teachers with resources and training to implement the mastery-based learning initiative and UDL instructional practices.</li> </ul>
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<p><b>Strategic Initiative:</b> LISD will provide students with opportunities, resources, and avenues to discover and explore their interests and express themselves.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will develop systems for assessing students' different learning styles.</li> <li>• LISD students will be given options to approach learning the way they learn best and self-direct certain aspects of their learning.</li> <li>• LISD students will be given alternate choices for assessment based on their interests and abilities.</li> </ul>
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<p><b>Strategic Initiative:</b> LISD will foster a culture of learning that embraces student interests, promotes higher levels of student engagement, and increases students'</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD classrooms will encourage students to self-select formats for demonstrating their learning.</li> <li>• LISD will train teachers to develop systems and structures for promoting voice and choice within their classrooms.</li> <li>• LISD will develop systems that welcome students to exercise their choices and express their needs throughout their school day and beyond.</li> </ul>
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sense of agency in their school life.	
<p><b>Strategic Initiative:</b> LISD will work with staff, students, and the community to create a school calendar that best serves our students and helps them achieve the optimal possible academic outcomes.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will apply for the Modified Balanced School Year Calendar Continuation Grant.</li> <li>• LISD will explore Modified Balanced School Year Calendar options with all staff and determine the calendar options that best meet the needs of our students.</li> <li>• LISD will engage the broader community in a review of proposed calendar options to solicit feedback and determine the school calendar option that best meets the district's academic goals.</li> </ul>

## Our People: Supporting Our Staff

<p><b>Impact Statement:</b> LISD staff have mindful, appropriate, and updated training, support, and compensation in order to feel safe and confident in giving the students the best social, emotional, and academic opportunities for growth.</p>	
<p><b>Strategic Initiative:</b> LISD will review HR policies and procedures, including prescribed training and entrance and exit procedures for staff.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will update all human resource documentation annually to reflect current law and practice.</li> <li>• LISD will verify and update, as needed, all human resource documents accessible on the district website.</li> <li>• LISD will provide a list of required training for staff on the district website and provide links to training opportunities and resources where they are available.</li> </ul>
<p><b>Strategic Initiative:</b> LISD will provide targeted professional development in the areas of restorative justice, special education, and other identified areas of need.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will establish a committee, consisting of certificated staff and principals, to evaluate and select professional development that is meaningful and targeted to the needs of the certificated staff.</li> <li>• LISD will establish a committee, consisting of classified staff and principals, to evaluate and select professional development that is meaningful and targeted to the needs of classified staff.</li> <li>• LISD administration will follow up and collect data post-professional development to evaluate the effectiveness and actionability of the professional development.</li> <li>• Professional Development learned by individual staff will be shared with peers. For example, each one teaches one modality; when teachers attend professional development on their own, bring it back and teach it to their colleagues.</li> </ul>

<p><b>Strategic Initiative:</b> LISD will annually review job descriptions, conduct a compensation analysis, and review staff full-time equivalency (FTE) levels to ensure balanced and appropriate workloads for staff.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will create a team, led by Human Resources and in collaboration with LEA and PSE representatives, that will annually review the compensation levels for all job categories and make non-binding recommendations to the administration and school board regarding positions where compensation adjustments may be warranted.</li> <li>• Human Resources will collaborate with appropriate staff to review job descriptions and ensure the workload specified is consistent with the Full-Time Equivalence (FTE) rating of the position and that the order of supervision is appropriately related to the work.</li> <li>• Beginning in the spring of 2023, LISD will conduct, at minimum, a survey of staff morale that explores staff satisfaction with working conditions, school culture, facilities, levels of administrative support, compensation, workload, and other factors.</li> </ul>
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<p><b>Impact Statement:</b> LISD will ensure all stakeholders receive honest, compassionate, consistent communication that fosters an all-inclusive and cohesive community that supports equality, growth, and learning together.</p>	
<p><b>Strategic Initiative:</b> LISD will define and cultivate a culture of inclusion and equity that supports students and staff by developing a common language, identifying a core set of values, and incorporating these into LISD practices and procedures.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will integrate the accepted cultural language, values, and practices into daily student and staff interactions.</li> <li>• LISD will review and either renew or revise its mission and vision statements to reflect the district’s foundational principles and the longer-term future goals and objectives of the district.</li> <li>• LISD will establish a set of core beliefs that identify how everyone will work together to achieve the district’s mission and vision.</li> <li>• LISD will annually examine its practices and procedures to ensure they are consistent with the district’s stated mission, vision, and core beliefs.</li> </ul>

## Our Operating System: Supporting our Longevity

<p><b>Impact Statement:</b> LISD will ensure a learning environment where all students and staff feel physically, emotionally, and mentally safe in order to create successful outcomes.</p>	
<p><b>Strategic Initiative:</b> LISD will assess and upgrade facilities to ensure an environment that is accessible to disabilities, is gender-neutral and culturally sensitive and maximizes inclusive practices for all students and staff.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD students and staff will feel welcomed and engaged and have equitable access to resources that address their needs.</li> <li>• LISD staff will be confident in their understanding of social disability to create an enabling environment.</li> <li>• LISD will assess and identify underserved and marginalized student population needs to ensure that these are being met within classrooms, school activities, and programming.</li> <li>• LISD will ensure that all students, regardless of personal circumstances, have access to the general curriculum with appropriate modifications where necessary.</li> </ul>

<p><b>Strategic Initiative:</b> LISD will create a culture where staff and students thrive within a cohesive model of best practices of inclusion and equity.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will provide training by equitable organizations led and run by people with experience within the marginalized community when possible.</li> <li>• LISD will promote, provide training, and support up-to-date instructional practices where educators implement evidence-based inclusive practices through multi-level instruction, multiple methods of assessment, and modified outcomes in general education classrooms, when appropriate.</li> <li>• LISD will begin a regular cycle of reviews to ensure all policies and procedures are up-to-date, equitable, inclusive, and consistent with current laws and regulations.</li> </ul>
<p><b>Strategic Initiative:</b> LISD will identify building security, accessibility, and maintenance needs and develop short- and long-term plans to address school district facilities' needs and enhance the environment's safety and security.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will conduct an inventory of facility maintenance, Universal Design standards for accessibility, and security needs considering the age, viability, and criticality of different facility issues.</li> <li>• LISD will prioritize facility maintenance, Universal Design standards for accessibility, and security needs identified in the inventory of facility maintenance and develop a timeline for initiating upgrades to meet the school district's needs.</li> <li>• LISD will establish a committee to review the inventory of facility maintenance, Universal Design standards for accessibility, and security needs and annually update the list of needs and the timeline for initiating upgrades to meet the school district's needs.</li> </ul>

**Impact Statement:** LISD, in collaboration with the community, will create a sustainable fiscal plan that maintains the financial viability of the school district and supports students and staff, maintains existing programs unique to the community, and supports the longevity of LISD.

<p><b>Strategic Initiative:</b> LISD will initiate budget planning for the next school year no later than January and establish a clear and specific timeline for budget completion each year.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will develop a timeline for reviewing and adopting the succeeding year's budget by the end of October.</li> <li>• LISD shall solicit budget committee participants from all major stakeholder groups after establishing the annual budget timeline. The first meeting of budget committee members shall be held no later than January of the current school year.</li> <li>• LISD will provide a proposed budget for board approval no later than the June board meeting preceding the budget school year.</li> <li>• LISD and its budget committee will actively seek input from all stakeholder groups and review and assess the inclusivity and equity of all programs being considered in the budget.</li> <li>• LISD will ensure that, throughout the budget process in subsequent years, all stakeholders have access to accurate, up-to-date information regarding the budget's alignment with the district's stated mission and vision as defined through this strategic plan.</li> <li>• LISD will ensure that all stakeholders will receive accurate and clear communication to promote transparency and input.</li> </ul>
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<p><b>Strategic Initiative:</b> LISD will develop individual program budgets to ensure the targeted use of all available funding sources and seek out additional sources of revenue through grants, fundraising, or other means to achieve the goals of the district.</p>	<p><b>Success Criteria</b></p> <ul style="list-style-type: none"> <li>• LISD will increase the number of grants applied for to support school programs, certificated staff, classified staff, principals, technology, facilities, etc.</li> <li>• LISD will seek opportunities to partner with local organizations in order to affect a positive impact on the budget.</li> <li>• LISD will track, record, and report expenditures and revenues per Washington State School District laws.</li> <li>• LISD will create itemized programmatic budgets detailing planned activities related to various funding sources (e.g., Title I, LAP, REAP, etc.).</li> </ul>
<p><b>Strategic Initiative:</b> LISD will engage the community in discussions about the school district's financial viability and sustainability.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will create and maintain relationships with community organizations to assist with legislative policy, levy approvals, and the legislative budget.</li> <li>• LISD will identify a set of legislative priorities for the district.</li> <li>• LISD will host a town hall to review legislative priorities and solicit community input.</li> <li>• LISD will publish its legislative priorities at least three (3) months in advance of any legislative session.</li> </ul>

**Impact Statement:** LISD will provide clear and consistent communication to students, staff, and parents and create effective two-way communication between stakeholders and the district.

<p><b>Strategic Initiative:</b> LISD will develop standard protocols and mechanisms for two-way communication between administration and staff.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD, prior to the start of each new school year, will establish a regular schedule for the exchange of important information between administration and staff.</li> <li>• LISD will establish and identify specific mechanisms for the communication of important information to and from all staff.</li> <li>• LISD will work collaboratively with staff to develop appropriate communication norms.</li> </ul>
<p><b>Strategic Initiative:</b> LISD will develop communication resources to make information readily accessible to staff.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will communicate in a regular predictable manner.</li> <li>• LISD will regularly update and communicate resources that are available for staff. This includes training opportunities, support services, and Human Resource-related information.</li> <li>• LISD will maintain and communicate changes in routine staff information such as school policies, Qmlativ training options (e.g., requesting time-off), and continuing and higher education opportunities.</li> </ul>
<p><b>Strategic Initiative:</b> LISD will develop standard</p>	<p><b>Success Criteria:</b></p>

<p>protocols and mechanisms for staff communication with students and families.</p>	<ul style="list-style-type: none"> <li>• Create, using best-practice, communication goals with teachers/staff for communicating with families.</li> <li>• LISD promotes student-led conferences to convey progress information to families.</li> </ul>
<p><b>Strategic Initiative:</b> LISD will develop a clear system of communication including the hierarchy process and procedure and who is responsible.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will have multiple avenues of communication for various situations and identifies the who, what, where, why, when, and how for each situation.</li> <li>• LISD will have stakeholders who feel like they are informed.</li> <li>• LISD will have a communication system that is accessible on the district website.</li> <li>• LISD will have all contact information on the district website; it is updated regularly and available in Spanish, voice-to-text, and bilingual audio.</li> </ul>
<p><b>Strategic Initiative:</b> LISD will develop a comprehensive communication plan each summer that conveys information to all stakeholders.</p>	<p><b>Success Criteria:</b></p> <ul style="list-style-type: none"> <li>• LISD will identify the primary communication avenues (e.g., newsletters, social media, print media, etc.) used for disseminating information to various stakeholder groups.</li> <li>• LISD will provide weekly, monthly, and quarterly news updates for all stakeholders and make each update available in all primary languages spoken in student homes.</li> <li>• LISD will, on an annual basis, provide a detailed summary of emergency communication procedures that may fall outside of normal communication avenues, publish these protocols for all stakeholders, and make them available in all primary languages spoken in student homes.</li> </ul>

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