

Planning for Success

Learning LWSD



Dr. Jane Stavem, Superintendent
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Introduction

The purpose of this document is to establish a set of goals, objectives, and activities that will guide my transition in the role of superintendent for Lake Washington School District (LWSD).

This document will provide a roadmap to help me gather information from a variety of stakeholders as quickly as possible; establish a strong, visible presence on school campuses and in the community; identify and build on district strengths; identify and begin to work on areas that need attention; and create a network of contacts and resources that will assist in the work of moving LWSD to the next level.

Lake Washington School District has an impressive history of excellence which provides a solid foundation for future goals and initiatives. This plan will ensure that the superintendent and Board of Directors continue to effectively lead the district and establish a shared vision for future innovation and world-class opportunities for all students.

Transition activities are underway and will continue throughout the onboarding process within the following themes and priority areas. The superintendent will provide regular progress updates and summaries to the Board of Directors, and additional activities will be undertaken throughout the school year.

Major Themes

1. **Develop** solid relationships within the district and community.
2. **Review** current district systems and structures.
3. **Understand** the district needs and plan for the future.
4. **Learn** community, district, and state information that impacts the school district.
5. **Design** future opportunities for collaborative partnerships that will enhance the quality and performance of LWSD.
6. **Honor** the work of LWSD and sustain positive, strong structures that support public education.

District Priorities

- Special Education
- Equity and Diversity
- Community and Family Engagement
- Facilities and Finances – Bond/Levy
- Strategic Plan
- Partnerships and Innovation
- Leadership Development

GOAL: Develop positive relationships that support district processes and programs.

Objectives:

- Learn basic norms of district culture for communication, meetings, and district systems.
- Develop a cohesive leadership team with a focus on student achievement.
- Work with Board of Directors to plan for major areas of focus for the 18-19 school year.

Actions:

- Schedule individual meetings with each board member for one-on-one discussions and plan for concentrated time with full Board.
- Provide consistent communication with board members that includes current district information, future considerations and ideas, and documents that provide targeted learning relevant to district areas of focus.
- Follow established procedures for the development of the board meeting agenda and standards for board presentations and begin to look for opportunities for efficiencies or improvement.
- Utilize regular communications systems within the district as established to maintain the consistent flow of appropriate information and begin to look for opportunities for enhancement and efficiency.
- Schedule individual meetings with building principals and district leaders for one-to-one discussions.
- Meet regularly with Lake Washington Education Association leadership to focus on positive district culture that supports educators.
- Ensure that staff members and I attend conferences or meetings that align with the identified areas of district focus and promote positive relationships with other districts and organizations.

GOAL: Build trust, commitment, and confidence in the district.

Objectives:

- Provide a strong, consistent message about the schools and my commitment to LWSD by attending school and community events and activities.
- Listen and learn to determine where schools and the district are excelling and what areas need attention.
- Establish a relationship with school-related organizations and parent groups.
- Listen and learn from the community through individual and collective contacts and events.

Actions:

- Gather feedback on what is going well and what needs attention from district leaders, principals, teachers, staff, students, and parents.
- Utilize district reports to determine areas of strength and improvement.
- Meet individually with each principal about their schools, noting areas of strength and opportunities for enhancements.
- Meet individually with district leaders about areas of strength in their departments and opportunities for enhancements.
- Meet individually with each board member noting areas for suggested opportunities and areas that are highly successful.
- Make school and site visits a dedicated part of each work week.
- Meet with Lake Washington Citizens Levy Committee to learn history and plan for future work.
- Meet with the PTSA Council to learn about current and future goals and projects.
- Visit all centralized departments (such as custodial services, human resources, instructional services, transportation, and other support departments) for initial listening and learning.
- Attend meetings of key organizations such as the Chamber of Commerce, service clubs/organizations, and faith-based groups for initial listening and learning.
- Meet with the Executive Director, Lake Washington Schools Foundation, and Board of Trustees to learn about current projects and plans that support LWSD students and schools.
- Schedule and attend meetings with elected and appointed officials and community leaders at the federal, state, county, and local levels.
- Assess the effectiveness of internal forms of communication with departments of oversight and schools.
- Establish a positive, open working relationship with members of the media.
- Develop new ways to communicate while modeling technology implementation and allow the community to learn along with me throughout the year.
- Attend national, state, and regional superintendent meetings.
- Meet with District Equity Team and new Director to plan for future work that enhances opportunities for all students.
- Meet with Gifted Education Advisory Council (GEAC).
- Meet with Eastside Pathways.
- Meet with representatives from post-secondary institutions.

GOAL: Analyze current organizational practices for efficiency and effectiveness.

Objectives:

- Review current realities in relationship to future directions for departmental oversight to ensure a focus on student achievement and district goals.
- Focus the work of all departments on their connection to student learning and success.
- Work with district staff to evaluate critical processes to build on strengths and work on opportunities for improvement.
- Review organizational structures and relevant documents for context, content, and connections, with priority given to documents that support major themes and district priorities.

Actions:

- Review district safety and security systems, including crisis management protocols.
- Review the organizational structures of departments to determine the efficiency and effectiveness of current systems and future needs.
- Review disaggregated student achievement data – noting specific areas where the achievement gap is apparent. Review by school, grade levels, subject areas, and special populations.
- Review Continuous Improvement Process (CIP) Plans for schools and supporting district practices.
- Review professional learning opportunities that are planned for the school year related to recent strategic plan goals and priority areas.
- Review facility plans that identify short-term and long-term facility needs and associated budget plans.
- Review all board policies for current understanding and establish the timeline for future planning that involves updates and revisions.
- Review district attendance and discipline data noting areas of disproportionality.
- Review budget documents, school finance information, and budget development processes in preparation for current budget adoption and future bond/levy work.
- Review state documents that impact district policy and process.
- Review legislative information that impacts district planning and program development.

GOAL: Build strong connections to maximize current and future district programs and opportunities.

Objectives

- Maximize touchpoints with the school community to promote the unique strengths of LWSD.
- Maximize the strengths and talents of the people who serve students in all areas.

Actions:

- Schedule regular classroom visits to see effective and engaging teaching and learning in our schools.
- Attend school events that showcase the talents, programs, quality, and facilities offered at all schools – promoting the many ways our students perform, compete, and represent their schools.
- Speak with staff members through informal conversations about the things they care about, the role they play in the success of our school district, and the ways they support students.
- Attend community events that showcase and celebrate the arts, culture, and unique features of LWSD communities.
- Participate in local community groups that work in and care deeply about the future of LWSD.
- Provide regular touchpoints with students to hear about what they are thinking, feeling, and dreaming about for their future opportunities and the connections that allow them to pursue their interests and goals.
- Design strategic opportunities to develop and coach aspiring leaders who picture themselves as future district leaders.

