



SAN JUAN ISLAND SCHOOL DISTRICT

Three Year Strategic Plan

2002/03 2003/04 2004/05

The mission of the San Juan Island School District is to educate students and to help them realize their full potential as responsible, productive, contributing members of society by providing an environment in which students are challenged, excellence is expected and differences are valued.

The District is an educational community where strong academic skills are developed. Knowledge of our American heritage, understanding of world cultures and respect for our natural environment prepare students for understanding and participating in the rights and responsibilities of both American and global citizenship. The District, which defines student learning broadly, provides opportunities in the creative arts, athletics, vocational fields, leadership, and co-curricular activities, all of which encourage personal enrichment and growth.

The relationship between students and adults is the foundation for learning in our schools. Employees believe in the potential of all children to learn and model the excitement for lifelong learning. All instructional staff members are knowledgeable of academic standards, developmental characteristics of students, effective instructional strategies for students of different talents and capabilities, and accept personal accountability for student learning. The District invites and encourages parents, community, and governmental organizations to participate in meeting the comprehensive needs of students.

Fundamental to the success of all students is an environment where the importance and love of learning are valued and nurtured. The right of all students to learn is ensured by the expectation and requirement of civil and respectful behavior. Facilities that are clean, safe and attractive support the learning climate.

The District's commitment to continue its record of demonstrated achievement, high expectations and accountability for student learning requires strong financial support.

The trust and support given to the District by the community is valued, appreciated and never taken for granted.

Vision Element 1: Academics

The San Juan Island School District promotes high academic achievement for all students. The changing world demands that students acquire communication; mathematical and thinking skills; knowledge of the physical world with an appreciation of the environment; an understanding of history; and the skills needed to be successful in a multi-cultural global community. The District expects students to master state standards and to graduate with post-high school options. Recognizing that not all students learn in the same manner or at the same pace, alternative learning opportunities that have rigorous and meaningful objectives are provided.

Goals for year ending 2004/2005:

1. All students shall graduate with the tools and the desire to engage in lifelong learning.
2. The District shall analyze and utilize data collected from ongoing assessment for the systematic improvements of teaching and learning.
3. Students shall show increasing mastery of state standards as assessed by the Washington Assessment of Student Learning (WASL) exam. Collective results shall meet or exceed the state established improvement goals.
4. All high school students shall produce a high quality culminating project, which shall include, but not be limited to, a post-high school plan.
5. The percent of high school students taking the SAT or ACT and their scores shall increase.
6. An increasing percentage of students shall be prepared for, take and successfully complete an AP class.
7. The District shall work to provide high quality options for students with non-traditional academic talents and interests and their performance shall be acknowledged and rewarded.
8. Particular attention shall be paid to the needs of those students failing to achieve the stipulated mastery in the WASL.
9. Home school students and families shall be encouraged to participate in public school programs.

Vision Element 2: Climate

The schools of our District provide diverse, healthy and safe activities for students, and a climate of civility throughout the schools and at all District sponsored activities. The District understands the value of full student participation in curricular and co-curricular activities including the performing and visual arts, and other fun, safe and healthy activities. These are viewed as basic to the students' education and integral to academic success. Students are encouraged and expected to achieve their personal best in all school activities in which they participate.

Goals for year ending 2004/2005:

1. Student participation in co-curricular activities and community groups outside the school setting shall be encouraged.
2. Programs that promote community service shall be developed and supported in each school.
3. The importance of team work shall be emphasized throughout all sports and co-curricular activities.
4. Respectful language and behavior shall be expected at all times on all school property and at all District-sponsored events.
5. School policies regarding discipline, attendance, standards, harassment, bullying and threats shall be understood by students, parents, staff and Board.
6. Student use of drugs and alcohol in the middle and high schools shall be a focused concern, with the expectation that such use shall decrease.
7. The faculty, administration, staff and Board shall model the values and commitment to excellence toward which students are encouraged to strive.

Vision Element 3: Technology

The District views technology as a fundamental component of instruction and student learning. The District believes that technology serves as a powerful, essential learning opportunity for students and for staff. Technology exists as both a separate and an integrated instructional tool.

Basic applications are no longer optional for students or staff, and advanced vocational applications (such as CAD and Network Management) shall be provided to students with interest in such accelerated learning opportunities.

Goals for year ending 2004/2005:

1. The District will fully implement the Board adopted Technology Plan.
2. The 'digital gap' based on family economic status will be reduced by strategies that provide greater technology access for all students and families.

Vision Element 4: Human Resources

The District recognizes that we are a "people business." The quality of human resources determines the quality of the School District and the degree of student learning. All staff members shall operate in support of the classrooms, acknowledging that the quality of instruction and the relationship between teachers and students are of paramount importance. While individual and collective accountability is required, the District recognizes that accountability is most meaningful when employees have the opportunity to solve problems and participate in decision-making. The District encourages personal growth and professional development of all staff members.

Staff members are committed to the goals and objectives of the Strategic Plan. The District shall continue to seek the most qualified candidates, while encouraging staff diversity. On-going support and recognition of employees is a responsibility of the administration. Additional support shall be provided for new employees.

Goals for year ending 2004/2005:

1. Individual, small group, site-based and District-wide professional training opportunities and levels of participation shall be reported annually to the Board of Directors.
2. Specific training related to state standards instruction and assessment shall be given highest priority for approval.
3. Secondary teachers are expected to participate in content specific training at least every other year.
4. Evidence of professional growth shall be a component in the evaluation of all staff members.
5. A support system for new teachers shall be implemented and evaluated annually.
6. Specific training programs related to required state competencies shall be implemented for substitute teachers and for paraeducators.
7. Progress towards employment diversity shall be reported to the Board of Directors annually as per Policy #5010.

Vision Element 5: Parental and Community Involvement

The District understands the importance of involvement of parents, public services and community members in support of student learning in our schools. The School District actively encourages a full partnership in addressing the comprehensive needs of the students we serve.

Goals for year ending 2004/2005:

1. The District shall document parent and community participation in all schools with the goal of increased annual involvement.
2. A minimum of two (2) parent education programs per school year shall be provided and written evaluations shall be secured from participants.

3. All District schools shall have active and involved Learning Improvement Teams and support organizations.
4. Cooperation with other public service agencies shall be continued and expanded when appropriate.
5. The District shall create and distribute informational packets to parents of pre-school age children featuring research based 'best practices' regarding readiness to learn strategies and activities.

Vision Element 6: Finance

The District requires a strong financial foundation in order to successfully implement the goals of this Strategic Plan. In addition to general operational support, full funding is required for transportation fleet replacement and planned (and unplanned) capital facility repairs and updating.

Goals for year ending 2004/2005:

1. The Strategic Plan shall be utilized by the Board and administration in the development of programs and the prioritization of expenditures.
2. The District shall maintain a fund balance of 7-10% in the General Fund.
3. A minimum of \$50,000 per year, or \$150,000 during the term of this plan, shall be secured through successful grant writing.
4. The transportation fleet shall be properly maintained and updated to assure safety and reliability.
5. The District shall implement master plans for capital improvements and capital maintenance.

Vision Element 7: Public Reporting

The District recognizes the public has a right to expect continuing reports on progress toward achieving the goals of the strategic plan. This shall include program evaluation, policy review and development, superintendent's performance assessment and the Board's self-review.

Goals for year ending 2004/2005:

1. The Annual Report to the community shall include evidence of progress towards the established objectives of the Strategic Plan.
2. The Board shall conduct an annual evaluation of the superintendent based in part on the extent of progress related to the elements and implementation plans of this Strategic Plan.
3. The Board shall conduct an annual self-review based in part on the established goals and objectives of the Strategic Plan.

Five Year Strategic Plan

2005-2010

TO BE REVIEWED BY THE BOARD OF DIRECTORS, DECEMBER 2005