



Seattle Public Schools



Photos by Susie Fitzhugh

Strategic Plan Measures & Targets



2013-2018 STRATEGIC PLAN



Three Goals



Ensure educational excellence and equity for every student



Improve systems district-wide to support academic outcomes



Strengthen school, family and community engagement



Every **Student**. Every **Classroom**. Every **Day**.

3



Goal 1. Ensuring Educational Excellence and Equity for **EVERY** Student

- Focus on rigor, relevant curriculum aligned to the Common Core Standards, and 21st century skills
- Identify, deliver and support all students through MTSS
- Effective and culturally competent teachers and principals
- Strong foundation in early learning



Every **Student**. Every **Classroom**. Every **Day**.

4



Goal 2. Improve systems district-wide to support academic outcomes

- Good stewards of public funds
- Sustainable annual budget aligned with goals and funding priorities
- Integrate and align data systems to support needs of students, teachers and schools
- Improve customer service and build on the systems infrastructure at central office to better support principals, teachers, & students



Every **Student**. Every **Classroom**. Every **Day**.

5



Goal 3. Strengthen school, family and community engagement

- Each school's culture promotes equitable outcomes in student learning
- Proactive and transparent communication
- Partnerships to support academic success
- Cultural competence to foster trust and support for every student



Every **Student**. Every **Classroom**. Every **Day**.

6

District Scorecard

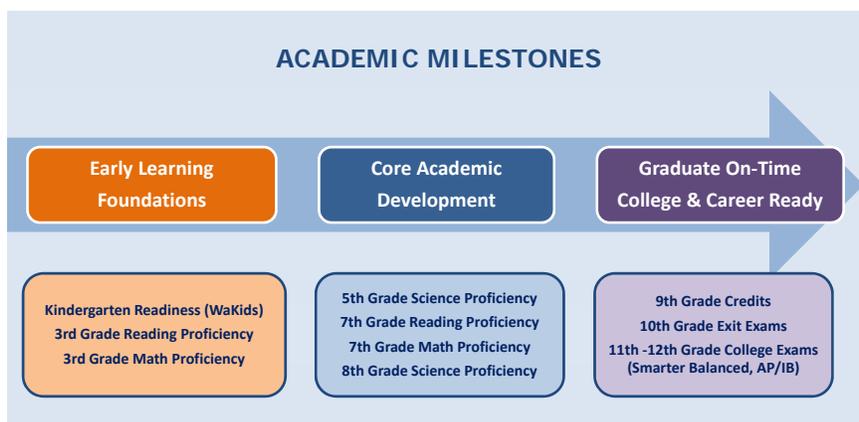
Process for Developing our Scorecard



Every **Student**. Every **Classroom**. Every **Day**.

District Scorecard

ACADEMIC MILESTONES



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District Scorecard

COMMITMENT TO EQUITY

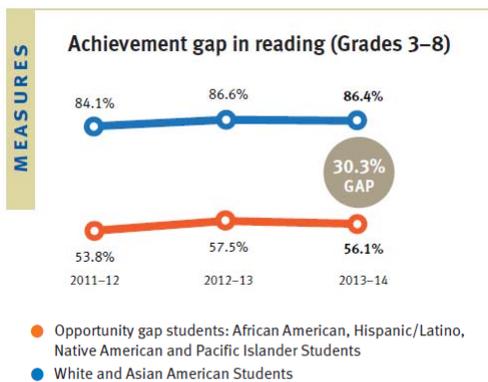
Opportunity Gaps	Proportionality	Equitable Access
<ul style="list-style-type: none"> Reading Achievement Math Achievement 	<ul style="list-style-type: none"> Special Education Suspensions/Expulsions 	<ul style="list-style-type: none"> Pre-School Arts/Music, Physical Education



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District Scorecard

How we Measure and Report our Gaps



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District Scorecard

EFFECTIVE TEACHERS & LEADERS

Equitable Access

- Low income students taught by a Highly Effective Teacher

Annual Retention Rate

- Retention rate for Highly Effective Teachers and Leaders



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District Scorecard

Multiple Measures of Teacher/Principal Effectiveness

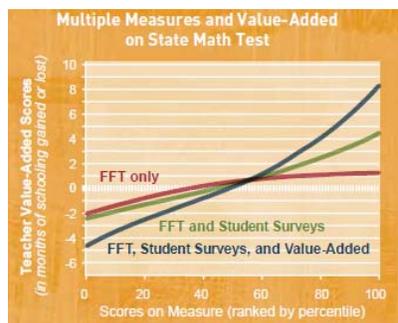
✓ Evaluation Rubrics

- Danielson Framework for Teaching (FFT)
- AWSP leadership framework

✓ Perception Surveys

- Student surveys
- School staff surveys

✓ Student Growth



Culminating Findings from the MET Project's Three-Year Study



Every **Student**. Every **Classroom**. Every **Day**.

District Scorecard

POSITIVE SCHOOL ENVIRONMENTS

School Climate (Student Survey)	Motivation/Engagement (Student Survey)	Professional Environment (Staff Survey)
<ul style="list-style-type: none"> • Caring adults • Trust and respect • Safety and bullying • Classroom environment 	<ul style="list-style-type: none"> • Learning mindset • Academic behaviors • Grit and perseverance • School relevance 	<ul style="list-style-type: none"> • Professional respect • Collaboration • Group decision-making • Conflict resolution



Every **Student**. Every **Classroom**. Every **Day**.

District Scorecard

STAKEHOLDER ENGAGEMENT & SATISFACTION

School-Family Engagement	Family Satisfaction with Schools	Family Satisfaction with District	Principal Customer Satisfaction	Community Partner Satisfaction
<ul style="list-style-type: none"> • Welcoming environment • Responsive teachers • Academic information • Parents involved in education 	<ul style="list-style-type: none"> • Culturally responsive staff • School safety • Quality education • Teachers meet individual needs 	<ul style="list-style-type: none"> • Central Office responsiveness • Parent outreach • Information access 	<ul style="list-style-type: none"> • Customer service • Systems and processes • Communications • Training and support 	<ul style="list-style-type: none"> • District vision • Service/program coordination • Information sharing/access • Communications and outreach



Every **Student**. Every **Classroom**. Every **Day**.

District Scorecard

How we Summarize and Report our Survey Results



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District Scorecard

How we Established our Targets

Minimum Targets

- Annual increments set during initiative planning
- Minimum targets define a reasonable trajectory of steady improvement (given the baseline result)

Maximum Targets

- Applied federal AMO methodology: *halving the distance between baseline and 100%*
- Maximum targets define an aspirational trajectory of steady improvement (given the baseline result)



Every **Student**. Every **Classroom**. Every **Day**.

District Scorecard Measures & Targets

[Board Approved June 2014]

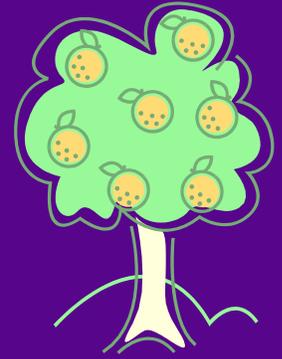


Category	Subcategory	Measure	First Year Data Available	2013-14 Summary Results			2013-14 Disaggregated Results			2017-18 Targets					
				2012-13 Baseline	2013-14 Year One	2013-14 Annual Change	English Language Learners	Special Education Students	Opportunity Gap Ethnicities	2017-18 Minimum Target	Minimum Target Increment	On Track Minimum Target?	2017-18 Stretch Target	Stretch Target Increment	On Track Stretch Target?
Academic Milestones	Early Learning Foundations	Kindergarteners demonstrating readiness to be successful learners	2014-15	Baseline for this metric will be established in 2014-15											
		3rd graders demonstrating grade level proficiency in mathematics	2012-13	73.8%					81.3%	1.5%		86.9%	2.6%		
		3rd graders demonstrating grade level proficiency in reading	2012-13	78.7%					86.2%	1.5%		89.4%	2.1%		
	Core Academic Development	5th graders demonstrating grade level proficiency in science	2012-13	74.8%					82.3%	1.5%		87.4%	2.5%		
		7th graders demonstrating grade level proficiency in mathematics	2012-13	71.6%					79.1%	1.5%		85.8%	2.8%		
		7th graders demonstrating grade level proficiency in reading	2012-13	74.2%					81.7%	1.5%		87.1%	2.6%		
		8th graders demonstrating grade level proficiency in science	2012-13	75.0%					82.5%	1.5%		87.5%	2.5%		
	On-Time Graduation	First-time 9th graders earning sufficient credits	2012-13	81.6%					86.6%	1.0%		90.8%	1.8%		
		10th graders passing all state exams required for graduation	2012-13	60.4%					67.9%	1.5%		75.2%	3.0%		
		High school students graduating in four years or fewer	2012-13	70.5%					78.0%	1.5%		85.3%	3.0%		
	College & Career Readiness	Students taking and passing the district algebra course by eighth grade	2012-13	36.0%					46.0%	2.0%		58.0%	4.4%		
		Students taking and passing a college level course by twelfth grade	2012-13	65.8%					73.3%	1.5%		82.9%	3.4%		
		11th graders demonstrating college and career readiness in reading	2014-15	Baseline for this metric will be established in 2014-15											
		11th graders demonstrating college and career readiness in mathematics	2014-15	Baseline for this metric will be established in 2014-15											
Commitment to Equity	Opportunity Gaps	Opportunity GAP in grade level mathematics proficiency (3rd-8th grades)	2012-13	36.4%			Gap metrics not disaggregated	28.9%	1.5%		18.2%	3.6%			
		Opportunity GAP in grade level reading proficiency (3rd-8th grades)	2012-13	29.1%				21.6%	1.5%		14.6%	2.9%			
	Proportionality Gaps	Proportionality GAP for students in special education programs (K-12th)	2012-13	7.3%				4.8%	0.5%		3.7%	0.7%			
		Proportionality GAP for students suspended or expelled (6th-12th grades)	2012-13	10.0%				7.5%	0.5%		5.0%	1.0%			
	Equitable Access and Opportunity	Students participating in a licensed pre-school program before kindergarten	2014-15	Baseline for this metric will be established in 2014-15											
		Students receiving instruction in arts/music and physical education (K-12th)	2014-15	Baseline for this metric will be established in 2014-15											
Effective Teachers and Leaders	Equitable Access	Free/reduced priced meal students taught by a highly effective teacher	2014-15	Baseline for this metric will be established in 2014-15											
	Annual Retention	Annual retention rate for highly effective teachers and leaders	2014-15	Baseline for this metric will be established in 2014-15											
Positive School Environments	Climate/Learning Environment	Positive student responses to school climate survey	2013-14	n/a	60.5%		Survey metrics not disaggregated	68.5%	2.0%		80.3%	4.9%			
	Student Motivation/Engagement	Positive student responses to motivation and engagement survey	2013-14	n/a	73.0%			79.0%	1.5%		86.5%	3.4%			
	School Professional Environment	Positive school staff responses to professional environment survey	2013-14	n/a	72.9%			78.9%	1.5%		86.5%	3.4%			
Stakeholder Engagement & Satisfaction	Family Engagement	Positive family responses to family engagement survey	2013-14	n/a	71.8%		Survey metrics not disaggregated	77.8%	1.5%		85.9%	3.5%			
		Percent of families responding to family engagement survey	2014-15	Baseline for this metric will be established in 2014-15											
	Family Satisfaction	Positive family responses to district satisfaction survey	2013-14	n/a	39.1%		Survey metrics not disaggregated	51.1%	3.0%		69.6%	7.6%			
		Positive family responses to school satisfaction survey	2013-14	n/a	78.0%			84.0%	1.5%		89.0%	2.8%			
	Quality Customer Service	Positive school principal responses to customer satisfaction survey	2014-15	Baseline for this metric will be established in 2014-15											
	Community Partnerships	Positive community organization responses to partner satisfaction survey	2014-15	Baseline for this metric will be established in 2014-15											

Notes

- Results for "Opportunity Gap Ethnicities" are a composite of combined results (proportionally weighted) for *historically underserved* ethnic groups, which include Black/African American, Hispanic/Latino, Native American, and Pacific Islander students
- GAP measures are based on the *difference* in aggregate results between "Opportunity Gap Ethnicities" and White and Asian American students (combined)
- A complete disaggregation of results for each separate ethnicity will be provided each year in the Annual Strategic Plan Report
- Targets based on state assessments will be recalibrated after 2014-15 results from the new Smarter Balanced assessment system are evaluated.

Do you care about preschool?



Join a community conversation about

Seattle Preschool Program

Family Engagement

Sat, Nov. 22, 2014 - 10am to 12:30pm
Langston Hughes (104 17th Ave S, Seattle)

Dual Language Programs

Sat, Nov. 22, 2014 - 2pm to 4:30pm
Langston Hughes (104 17th Ave S, Seattle)

Teacher Pathways to Certification

Tue, Dec. 2, 2014 - 6pm to 8:30pm
New Holly (7054 32nd Ave S, Seattle)

Curriculum

Sat, Dec. 6, 2014 - 10am to 12:30pm
Youngstown (4408 Delridge Way SW, Seattle)

Teacher Training & Coaching

Sat, Dec. 6, 2014 - 2pm to 4:30pm
Youngstown (4408 Delridge Way SW, Seattle)

Provider Contracting & Enrollment

Wed, Dec. 10, 2014 - 3pm to 5:30pm
Phinney Center (6532 Phinney Ave N, Seattle)

FREE: Food • Childcare • Interpretation

RSVP: Rachel Schulkin - preschool@seattle.gov - 206-684-3942

Please let us know if you need childcare or interpretation

Hosted by:  City of Seattle www.seattle.gov/education

Accommodations for individuals who qualify for Americans with Disabilities Act are available upon request.

Contact 206-684-3942 at least 5 business days in advance of this event.

Join a community conversation about Seattle Preschool Program

Family Engagement

Sat, Nov. 22, 2014 - 10am to 12:30pm
Langston Hughes (104 17th Ave S, Seattle)

Objectives

- Identify best practices for family engagement
- Share community partnership strategies

Provider Contracting & Enrollment

Wed, Dec. 10, 2014 - 3pm to 5:30pm
Phinney Center (6532 Phinney Ave N, Seattle)

Objectives:

- Define contracting priorities
- Inform student enrollment system

Dual Language Programs

Sat, Nov. 22, 2014 - 2pm to 4:30pm
Langston Hughes (104 17th Ave S, Seattle)

Objectives

- Define elements of a quality dual language program
- Identify key dual language supports

Curriculum

Sat, Dec. 6, 2014 - 10am to 12:30pm
Youngstown (4408 Delridge Way SW, Seattle)

Objectives:

- Identify supports for approved curriculum
- Influence curriculum waiver process

Teacher Pathways to Certification

Tue, Dec. 2, 2014 - 6pm to 8:30pm
New Holly (7054 32nd Ave S, Seattle)

Objectives:

- Identify key supports for teacher certification
- Discuss components of teacher waiver process

Teacher Training & Coaching

Sat, Dec. 6, 2014 - 2pm to 4:30pm
Youngstown (4408 Delridge Way SW, Seattle)

Objectives:

- Brainstorm teacher training opportunities
- Incorporate teacher voice and feedback into the program

RSVP: Rachel Schulkin - preschool@seattle.gov - 206-684-3942

Please let us know if you need childcare or interpretation



Seattle Preschool Program

voluntary, high-quality, affordable

Implementation Planning - Outreach Plan

Overview

The City of Seattle Office for Education (OFE) aims to engage the community in providing feedback and input to various areas of implementation planning for the Seattle Preschool Program. Community outreach will be conducted using a variety of methods, including:



Implementation Timeline



The Seattle Preschool Program implementation planning process will begin in November 2014 with a series of six Community Meetings across the Seattle area. In December 2014, an Advisory Committee appointed by the Mayor with input from the City Council will begin to advise City staff and the Mayor's Office on how community values and concerns can be best integrated into the implementation plan. In January 2015, the Mayor will begin his deliberations on the implementation plan, which will be delivered to the City Council for approval in February 2015. Seattle Preschool Program classrooms will open by September 2015.

Outreach Goals

1. Implementation planning will rely on a **diversity of community voice** to shape and influence various aspects of the planning, in order to ensure that the Seattle Preschool Program can be successful in our diverse communities.
2. The City of Seattle will be **open and transparent** about implementation planning, so that the community may feel valued and essential to the planning process.
3. Implementation planning areas will be analyzed for their impacts and opportunities to support the City's initiative work toward **racial equity in Seattle** (utilizing the Race and Social Justice Toolkit)



Seattle Preschool Program

voluntary, high-quality, affordable

Implementation Advisory Committee

Charge

The City of Seattle Office for Education aims to engage the community in providing feedback and input to various areas of implementation planning for the Seattle Preschool Program. An Advisory Committee will be appointed by the Mayor with input from the City Council to advise City staff and the Mayor's Office on how community values and concerns can be best integrated into the implementation plan.

The Advisory Committee will hear reports about community feedback and keep the City aligned to the following outreach goals during the implementation process: 1) Engage a diversity of community perspectives, 2) transparency about the process through which plans are being developed, and 3) use of the RSJI toolkit. The Advisory Committee will also be asked to review community recommendations for potential obstacles and opportunities in order to help inform the Mayor's deliberations on the implementation plan.

Who

- Community-based preschool and childcare providers
- Early Learning experts
- Higher Education representatives
- Seattle Public Schools staff
- Teachers, parents, education advocates, and early learning stakeholders
- Union representatives

When & Where

Proposed dates:

1. Thursday, December 4, 2014
2. Thursday, December 11, 2014
3. Thursday, December 18, 2014
4. Thursday, January 8, 2015
5. Thursday, January 15, 2015
6. Thursday, January 22, 2015
7. Thursday, January 29, 2015

Time: 3:00pm to 5:00pm

Location: Asian Counseling and Resource Center
(3639 Martin Luther King Jr. Way S, Seattle, WA 98108)

Guiding Questions

The Advisory Committee will be asked to review community recommendations and respond in four key areas:

1. Do these recommendations work toward our goal of creating educational equity for Seattle's children?
2. Do these recommendations create positive academic & social emotional outcomes for Seattle's children?
3. Are these recommendations financially-supported?
4. Are these recommendations feasible with regards to timing, capacity, and skills?

Outreach Plan

Outreach Method	Description	Details
 Community Meetings	OFE will host a series of six (6) Community Meetings to gather feedback and input for various areas of implementation planning.	Topics include: <ol style="list-style-type: none"> 1. Family Engagement 2. Dual Language Programs 3. Teacher Pathways 4. Curriculum 5. Teacher Training 6. Provider Contracting & Enrollment
 Advisory Committee	An Advisory Committee will advise City staff and the Mayor's Office on how community values and concerns can be best integrated into implementation plans.	Members will represent: <ul style="list-style-type: none"> • Community-based preschool providers • Early Learning experts • Higher Ed representatives • Seattle Public Schools staff • Teachers, parents, education advocates, and early learning stakeholders • Union representatives
 Online Participation	An online survey will be distributed to continue the conversation online, gather more input, and provide a chance for folks who couldn't attend the events to comment.	Survey Monkey link: TBD
 Stakeholder Briefings	OFE staff will conduct targeted outreach and visit key stakeholders to listen and gather feedback on the implementation planning process.	Stakeholders include: <ul style="list-style-type: none"> • Community-based preschool and childcare providers • Community-based organizations and education advocates • K-12 and Higher Education community
Other Outreach Methods		
 News Media	Extensive outreach will be conducted with local media outlets to encourage stories that promote widespread public involvement.	Media outlets include: <ul style="list-style-type: none"> • Local television and radio stations • Print media partners • Ethnic media
 Social Media	Social media will be used to promote events, encourage feedback, and share the latest news & research.	Social media tools: <ul style="list-style-type: none"> • Facebook: http://facebook.com/seattlepreschoolprogram • Twitter: @SeattlePrek
 Website	The OFE website will be updated frequently to promote upcoming events, encourage feedback, and share the latest news & research.	Website: http://www.seattle.gov/office-for-education/about-the-levy/early-learning/seattle-preschool-program
 E-mail	"E-mail blasts" encouraging input and involvement will be sent using internal and external distribution lists.	Share thoughts and feedback by emailing: preschool@seattle.gov Join the mailing list by emailing: UPK-subscribe-request@talk2.seattle.gov
 Call Us	Community members will be encouraged to call in with their thoughts and feedback. Online surveys can be conducted via phone (upon request)	Share thoughts and feedback by calling: Rachel Schulkin - Community Outreach Manager - 206-684-3942
 Write Us	Community members will be encouraged to write in with their thoughts and feedback. Online surveys can also be mailed (upon request).	Share thoughts and feedback by writing to: Seattle Preschool Program 700 5 th Avenue, Suite 1700 P.O. Box 94649 Seattle, WA 98124
 Printed Materials	Flyers and posters will be translated into multiple languages and distributed to community-based organizations, schools, businesses, and community centers.	Languages will include: <ol style="list-style-type: none"> 1. Chinese-Cantonese 2. Tagalog 3. Amharic 4. Tigrinyan 5. Oromo 6. Somali 7. Spanish 8. Vietnamese

Appendix: List of Organizations for Outreach

- Aakewo-African American Kenyan Women Interconnect
- African American Childcare Task Force
- Afrique Service Center
- Adventure Day Care
- Atlantic Street Center
- Beginnings School
- Bezos Family Foundation
- Big Brother, Big Sisters
- Black Child Development Institute
- Boys and Girls Club of King County
- Causey's Learning Center
- Childcare Director's Association of Greater Seattle
- Childcare Resources
- Childhaven
- Children's Home Society
- Chinese Information and Service Center
- Coalition for Safety and Health in Early Learning
- College Success Foundation
- Community School of West Seattle
- Community Day School Association
- Community Center for Education Results
- Denise Louie Education Center
- Downtown Seattle Families
- Early Childhood Education and Assistance Program (ECEAP)
- Economic Opportunity Development
- El Centro de la Raza
- Encompass
- Environmental Works
- FACES (Families and Children Early Support) coalitions
- Family child care providers
- Federal Way Public Schools
- Filipino Community Center
- Haggard Nelson Child Care Resources
- Highline Community College
- Highline Public Schools
- Hilltop Children's Center
- Interlake Child Care & Learning Center
- Kent School District
- Kid First Seattle (SEIU/AFT)
- Kidus Montessori
- Kindering
- Kids Co.
- Kidspace
- King County Department of Community & Human Services
- King County Developmental Disabilities Division
- King County Executive Office
- King Street Coop
- League of Education Voters
- League of Women Voters of Seattle-King County
- Listen and Talk
- Navos
- NeighborCare Health
- Neighborhood District Councils
- Neighborhood House
- New Futures
- North Seattle Community College
- Northwest Center
- Office of Superintendent of Public Instruction
- Okund Consulting
- One America
- Our Beginning
- Pacific Northwest Montessori Association
- Parent-Child Home Program (PCHP)
- Phinney Neighborhood Association
- Pike Market Child Care and Preschool
- Primm ABC
- Prospect Enrichment Preschool
- Public Health Seattle & King County
- Puget Sound Educational Service District
- Rainier Valley Corps
- Reach Out and Read Washington
- Refugee Women's Alliance (REWA)
- SeaMar
- Seattle Associated Recreation Council
- Seattle Council PTSA
- Seattle Early Education Collaborative
- Seattle Education Association
- Seattle Human Services Department
- Seattle Immigrant and Refugee Commission
- Seattle Neighborhood Chamber Alliance
- Seattle's Progressive Preschool
- SPD Precinct Advisory Councils
- Seattle Public Library
- Seattle Public Schools
- Seattle Public Schools Board
- SPS Head Start
- Seattle Women's Commission
- Seed of Life
- Service Employees International Union (SEIU)
- South East Seattle Education Coalition
- Small Faces Child Development Center
- SOAR
- SOAR - King County Early Learning Coalition
- Somali Community Services Coalition
- Sound Child Care Solutions (SCCS)
- SCCS - Epiphany Early Learning Preschool
- SCCS - Hoa Mai Vietnamese Bilingual Preschool
- SCCS - Interlaken Preschool
- SCCS - Little Eagles Child Development Center
- SCCS - Magic Lantern Montessori
- SCCS - Pinehurst Child Care Center
- SCCS - Refugee and Immigrant Family Center
- SCCS - Southwest Early Learning Bilingual Preschool
- South East Consortium
- Southwest Youth and Family Services
- Teachers United
- The JMA Group
- Tiny Tots Development Center
- Tukwila School District Board
- United Way of King County
- UW Childcare Quality & Early Learning Center for Research and Professional Development (CQEL)
- UW Experimental Education Unit
- UW National Center for Quality Teaching and Learning
- Vietnamese Friendship Association
- Washington Dental Service Foundation
- Washington Federation of Independent Schools
- Washington State Department of Early Learning
- We Are The World Daycare
- Wellspring Family Services
- Whatcom Community College
- YMCA
- YWCA