Everett Public Schools
Annual Strategic Plan Update for 2012-13

Mission

Inspire, educate, and prepare each student to achieve to high standards, contribute to our community, and thrive in a global society.

Vision

Our students will lead and shape the future.

They will be well-rounded, healthy, and flexible thinkers with a global perspective who can access resources and collaborate. They will demonstrate empathy, pride, and advocacy for self, school, and community while respecting the diversity and worth of others. They will acquire the knowledge, attitudes and skills to adapt to the emerging needs of a changing world.

Core Values

Our core values drive our actions and behavior.

Learning	We believe each student has the ability to learn and achieve to high standards.
Equity	We honor and support each student's right to learn and achieve.
Integrity	We act in good faith, serving others with honesty and dignity. We serve as steward of the public trust.
Passion	We are passionate about teaching and learning.
Respect	We value differences among people and treat one another with respect.
Diversity	We embrace diversity as an essential asset; we are inclusive and treat our differences as a core strength.
Collaboration	We believe in learning and working together, the value of diverse views, and the power of collective wisdom.

Strategic Priorities		Strategic Goals		Strategic Targets
1 - Teaching and Learning Align curriculum, instruction, and assessment to educate, inspire, and prepare each student to graduate, to contribute to our community, and thrive in a global society.	1.1	Each student graduates from high school ready for college and career with 21st century skills.	1.1.a	100% of students graduate.
			1.1.b	All graduates exit with a post-secondary transition plan for work, career, and/or college.
			1.1.c	All students know how to make informed choices about their health and fitness.
			1.1.d	Graduation requirements integrate 21st century skills.
	1.2	Each student has equitable access to rigorous curriculum content with common learning outcomes and assessments.	1.2.a	Each student has equitable access to courses across the district.
			1.2.b	Increased rigor is developed throughout the curriculum and rigorous course offerings are provided equitably across schools.
			1.2.c	Common content and outcomes are provided across all like classes.
	1.3	Each student receives relevant, rigorous, personalized, and engaging standards-based instruction.	1.3.a	Rigorous and engaging instruction is demonstrated in all classrooms.
			1.3.b	Students are engaged and successful learners, and student satisfaction with learning is improved.
	1.4	Each student demonstrates cultural proficiency and is prepared to live in and contribute to a world economy.	1.4.a	Our curriculum incorporates arts, language, culture, and history at all levels.
			1.4.b	At graduation, students have skills and knowledge in world languages, comparative history or culture, global economics, the arts, and social justice.
	1.5	Each school and the district meet or exceed federal and state performance requirements.	1.5.a	District and school improvement plans include strategies to improve student performance to meet state requirements and federal adequate yearly progress requirements.

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2 – Inspiration, Innovation, and Information Foster innovation to serve current and future needs of diverse learners; support innovative approaches to develop, identify, and use information and technology.	2.1	Our culture welcomes and celebrates innovative approaches to learning and operations to inspire students and staff.	2.1.a	Innovative methods and ideas are incorporated into district operations and teaching.
	2.2	District-wide systems for managing and communicating information are coordinated, linked, aligned, compatible, and user friendly.	2.2.a	Annual assessment of district systems and processes for innovation, communication, and technology is developed and implemented.
	2.3	Students and staff have access to and are encouraged to use innovative technological resources and tools to enhance student learning.	2.3.a	Students learn to apply 21st century skills.
			2.3.b	Staff apply 21st century knowledge and skills to improve and enhance productivity and professional practice in support of student learning.
			2.3.c	Students and staff have improved access to technology.
			2.3.d	Students and staff are technologically literate, and integrate technology into their work.
3 - People, Structure, and Systems Develop people, structures, and systems to support student learning in a culture of mutual respect and intellectual engagement.	3.1	Our workforce is diverse and reflective of our student population and community.	3.1.a	Our long range staffing plan for certificated, classified, and administrative employees supports diversity and future needs.
	3.2	Our culture supports intellectual engagement and mutual respect among all staff, and values the contributions of each employee.	3.2.a	Create, monitor, and support structures and practices such as professional learning communities, Presidents' Council, and leadership groups to guide engagement, collaboration, and respectful productive relationships.

Strategic Priorities		Strategic Goals		Strategic Targets
3 - People, Structure, and Systems - cont'd	3.3	Our employees are highly proficient and skilled to meet current and anticipated future role needs, and have access to relevant education and cross-training.	3.3.a	A five-year professional development plan is created and is updated annually.
			3.3.b	A system for planning and tracking comprehensive professional development is created and applied.
	3.4	Clear, standards-based systems are used for the assessment and growth of each staff member based on key group and individual success measures.	3.4.a	An objective standards-based system is implemented for assessment in each role/job.
			3.4.b	Our workforce is high performing as measured by annual appraisals and other metrics.
			3.4.c	Our staff will develop personal professional growth plans and participate in professional development.
	3.5	Our organization structure, including roles, reporting relationships, decision-making processes, and other organization design elements, supports effective service delivery to students and other constituents.	3.5.a	Measures to determine organizational effectiveness and an annual process for assessment are developed.

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4 - Resource Management Generate, align, and coordinate all available resources to serve the best interests of the students. Develop flexibility and adaptability to achieve our mission in a changing economic environment.	4.1	Resources are aligned to student learning, and allocation is based on long-term, broad, cross-boundary needs and goals.	4.1.a	Student learning drives programmatic priorities which drive long-term financial, staffing, and facilities planning.
			4.1.b	Benchmarks for programmatic analysis and review are identified and used to assess alignment with strategic priorities.
	4.2	Opportunities are pursued to generate resources to fulfill our mission of student learning.	4.2.a	Long and short term funding opportunities are identified annually.
			4.2.b	Increase efforts over time to attract new resources representing 1% of the total annual general fund budget to apply to innovative practices linked to strategic priorities.
5 - Strategic Relationships Develop intentional partnerships and strategic relationships to support student learning.	5.1	Our district-wide strategic relationships contribute directly to district goals and student learning; we support community partners whose work is aligned with our student learning mission.	5.1.a	A map of district-wide strategic relationships is developed.
			5.1.b	Strategic relationships are analyzed to determine alignment with district priorities and goals.
	5.2	We partner with families to prepare for and sustain student learning and academic success.	5.2.a	Family partnering strategies are incorporated into district and school improvement plans.
	5.3	Our strategic relationships generate early learning opportunities.	5.3.a	All students are ready for the first day of kindergarten.

Strategic Priorities		Strategic Goals		Strategic Targets
5 - Strategic Relationships – cont'd	5.4	Our strategic relationships contribute to student preparation for transitioning to post-secondary education, training and employment.	5.4.a	Each student has completed the first steps toward achieving his or her post-secondary goals before graduation.
			5.4.b	Each graduate is prepared for transition to post-secondary education and career choices.