

Collaborative *Planning*

This 2005-2010 Bellingham School District strategic plan was developed in five stages during the 2004-05 school year.

1 A Steering Committee of parents, community members, Board members, principals, teachers, union representatives and staff members collaborated to guide the development of a plan that builds on previous successes of the district and ensure that the new plan moves the district to an even higher level of performance.

2 More than 200 staff, family and community members attended informational sessions to learn about the district's progress. They met in 13 focus groups to provide input to shape this plan. During the focus group sessions, participants generated 8,554 comments, sharing their perspectives on the district's strengths and challenges.

3 The Steering Committee and a subcommittee of a Writing Team used a summary of the focus group comments as a guide to develop this strategic plan. The focus group comments will be consulted as action plans are established for implementing the plan.

4 Community members, families, students and staff submitted input that was used to revise the plan.

5 The Board of Directors adopted this plan in August 2005. School strategic plans and Central Services departmental plans will align with the district plan to help meet the target objectives and make progress toward each goal and the expected outcomes.

Selected *Measures*

As a result of using the new strategic plan to guide the work of staff in the district, the learning experience of every student will be improved. Staff members will engage in a systematic and continuous process of assessment.

A variety of measures will be used at regular intervals during the next five years to provide feedback and promote accountability. Progress will be shared through the District Annual Report, Web and other communication methods.

Student Achievement Data

- Continuous assessment of student performance in the classroom;
- Assessment data reported to families;
- Student academic portfolios maintained in the district's data warehouse;
- District reading, writing and math assessments;
- Washington Assessment of Student Learning;
- Participation rates and levels of achievement in summer school;
- Levels of achievement from additional support, according to Progress and Promotion;
- Participation rates and levels of achievement in college-preparatory courses;
- SAT and ACT scores by number tested, ethnicity and socio-economic indicators; and
- State community college report on students taking remedial courses.

Organizational Achievement Data

- Engagement in professional development and instructional coaching;
- National Board Teacher Certification numbers;
- High school graduation rates;
- District and school performance on Adequate Yearly Progress;
- Attendance and discipline rates;
- District technology assessments;
- Awards and recognition of performance; and
- Balanced budget and alignment of resources.

Perception Data

- Engagement of families and students in opportunities to improve student learning;
- Staff, student, family and community surveys and feedback; and
- Bond and levy support.



1306 Dupont Street
Bellingham, Washington 98225
(360) 676-6400



View highlights of progress and current work priorities:

www.bham.wednet.edu/district/strategic/btm

Introduction

The Board of Directors adopted the first Bellingham School District strategic plan in 1994. The district has made significant gains in student achievement by using the plan as a roadmap to set priorities, allocate resources and manage our work.

Bellingham is consistently recognized as a high performing district with a strong reputation in the community and beyond.

While we have made substantial gains as a result of two previous strategic plans, we now face new challenges. We must answer the following questions:

- How do we support all students in achieving state standards in reading, writing, math and science by 2014, as federally mandated?
- How do we ensure that all students in the class of 2008 meet all four graduation requirements?
- How do we effectively support all students in preparing for a successful future?

Answering these questions requires a strategic plan that helps the district progress from a school system in which many students are successful to a school system that supports all students achieving at high levels so that they are well prepared for college, career and citizenship. This new strategic plan is designed to support, honor and guide our school strategic plans, and to provide alignment for all of the Bellingham School District's work in the next five years.

Mission

The mission of the Bellingham School District, in partnership with the community, is to provide students with the knowledge, skills, and qualities required to be successful in a changing, diverse world.

Vision

Education in Bellingham is a shared, lifelong experience in which the diverse needs of all individuals are met. This experience, provided in a safe, supportive environment, will ensure success in a changing world.

Expected Outcome: *This plan will result in high levels of achievement with all students prepared for college, career and citizenship.*



GOAL 1

Learn through powerful instructional strategies in all classrooms.

Target Objective 1: Continue to improve instruction by utilizing the Essential Strategies for Powerful Teaching and Learning in all content areas at all instructional levels.

Target Objective 2: Align the written, taught and tested curriculum across elementary, middle and high school levels to create consistency, common language, procedures and standards for all students as they move from one instructional level to another.

Target Objective 3: Design and implement the coordination and collaboration of general education and specialized programs (e.g. Highly Capable Learners, English Language Learners, Special Education).

Target Objective 4: Provide professional development that is based on assessed needs and schools' goals/focus areas through whole group and small group formats, and one-on-one instructional coaching.

Target Objective 5: Develop a sequence of experiences that provides all students with opportunities to connect their learning in their school environment to responsible citizenship.



GOAL 2

Personalize learning in the school setting.

Target Objective 1: Design smaller learning environments that provide optimum learning opportunities for each student at all instructional levels.

Target Objective 2: Develop an academic portfolio of student progress that moves with each student from grade to grade and school to school. This portfolio is a source of information about each student's needs, strengths and interests as a learner. It is designed to assist teachers in collaborating with students and families to plan personalized instruction for each student.

Target Objective 3: Provide personalized interventions for each student who is not yet at standard.

Target Objective 4: Provide rigorous learning opportunities for all students and further challenge students who are meeting or exceeding state standards.

Target Objective 5: Provide an equitable, sustainable and balanced program of required academic subjects and elective offerings.



GOAL 3

Engage families and community in student learning.

Target Objective 1: Develop strategies for authentic family engagement and joint accountability that result in successful and complementary learning at home and at school.

Target Objective 2: Keep parents/guardians continuously engaged so each student experiences a successful transition from elementary to middle to high school and beyond.

Target Objective 3: Create structures to support families and students whose primary language is not English.

Target Objective 4: Provide a variety of opportunities for every family to access and use current and accurate student data.

Target Objective 5: Build community partnerships to raise adequate resources to support high achievement for all students.

Target Objective 6: Create partnerships with community members to support students in meeting the graduation requirement of completing a culminating project.

View the complete plan, including core beliefs, progress and work priorities at www.bham.wednet.edu/district/strategic.htm