



Mukilteo
School District

Mukilteo School District Strategic Plan

2022-27



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Message from the Superintendent

Mukilteo School District developed a strategic plan because we recognized the need for a comprehensive plan to align our efforts to better support students. Their needs, especially in our region, have changed significantly in the past years and we are adapting to meet those needs. We now serve more students who are multilingual English learners, require specialized services, and are more diverse than in past years. Over 110 languages are spoken in homes of our students. Students' social emotional needs have changed over time as well. This strategic plan aims to improve and unify our efforts to address these changing needs districtwide.



We have bold goals of 100 percent of students graduating career and college ready and 100 percent of third grade students reading at or above grade level, which is an indicator of future educational success. Ninth grade students being on track to graduate with credits is also an important indicator of future success.

While we have large goals and are making efforts to reach those goals, there are several challenges we must overcome. First, district data reflects male Black and Latino students are receiving more discipline than their peers. We are exploring why that is and taking steps to change that in our district. We also see students who are furthest from educational justice due to their race, ethnicity, family income, etc. were most affected by the pandemic and distance learning and have fallen further behind their peers. Student assessment scores must increase at all levels.

Overcoming the above challenges will take many years and will be an ongoing process. This plan will help us monitor the data and adjust course as a unified team to better meet student needs. Before this plan's action steps end in 2027, the district will already be working on the next phase of the Strategic Plan, possibly with renewed or refined goals, strategies and action steps. I look forward to sharing our progress with you along the way and partnering with you as we keep our eyes on student success.

Vision and Mission

VISION

Every student will graduate career and college ready, prepared with skills for a successful life.



MISSION

Mukilteo School District is committed to success for every student, accomplished through powerful teaching and learning, dedicated staff and community support.



CORE VALUES:

- Equity
- Commitment to high expectations
- Relationships
- Collaboration
- Belonging
- Continuous improvement



About Mukilteo School District

Mukilteo School District is located about 15 miles north of Seattle near the Puget Sound. The school district encompasses the City of Mukilteo as well as portions of south Everett and unincorporated portions of Snohomish County north of the cities of Lynnwood and Edmonds. About 68,000 people live within the boundaries of the school district and we serve about 15,000 students from preschool through twelfth grade. There are 12 elementary schools, four middle schools, three high schools and a kindergarten center. The district includes an Early Childhood Education and Assistance Program for preschool students, a Community Based Transition Program for students 18 to 21 years of age receiving special services, a peer model preschool program, and a technical skills center that serves students from over 44 high schools in the area.

Student Demographics

**Graduation
Rate:**

85%

**Free/Reduced
Lunch Rate:**

49%

**English
Learners:**

24%



Strategic Planning Process



The plan was developed in partnership with staff, families, and students to ensure that many voices were represented. This began with in-depth interviews and a capacity review in April of 2022 where we gathered input from staff, community members, families and students across the district to better understand their priorities. As part of this work, we also reviewed available documents, data, and conducted a self-assessment with the district's cabinet members.

Then, we established a Strategy Advisory Group that included district staff, union representatives, school leaders, community members and students to work on identifying a set of priority goals for the coming years.

Once goals were identified, district leaders were appointed as the "goal leads" and charged with leading a team to identify metrics and targets, as well as strategies for achieving our goals. These teams incorporated the feedback and ideas from several participant groups in the development of their strategies.

Progress Monitoring

Now that we have completed the plan, the work of implementation begins. We are committed to regular conversations that will allow us to measure progress, assess the barriers we are facing, problem solve, and identify adjustments to move forward. These conversations will happen on a regular basis between the leads of each goal area and the superintendent. We will also provide regular updates to the board and our community on our progress.



Strategic Plan at a Glance



Goals

We are focused on the following areas, in pursuit of our mission and vision:

GOAL 1

Students learn, grow and thrive

Build a safe environment and culture of trust and belonging that supports students' abilities to learn, grow, and thrive

GOAL 2

Students achieve academic success

Establish high expectations and rigor through equitable access to learning opportunities, ensuring successful outcomes for all students

GOAL 3

Collective responsibility for student success

Build a culture of individual and collective responsibility for all students' success

GOAL 4

Organizational effectiveness

Ensure district processes are effective, efficient, and continuously improving in support of student outcomes

GOAL

1

Students learn, grow and thrive

Students enter our district each day with curiosity, aspirations, unique talents, and experiences. Our schools will build upon each student's experiences by providing a physically and emotionally safe environment where all students are engaged, connected, and protected by caring and thoughtful adults. Social emotional learning is a critical way to ensure students have the skills needed to be successful. We value trusting relationships with our families and school community.

Outcome Metrics

Increase the percentage of students who respond positively to questions about belonging

Increase the percentage of families who respond positively to questions about schools valuing their voice

Decrease student disciplinary rates



Priority Strategies

1A. Build school and classroom communities where students are acknowledged and valued, feel safe, and know they belong.

We provide a welcoming, safe and inclusive environment. We support and honor our diverse students and communities. Individuals of all identities, backgrounds, and experiences thrive and have a strong sense of belonging.

Key activities:

- Develop and implement a districtwide vision and model for ensuring our schools are welcoming to all students and families.
- Define and implement culturally and linguistically responsive best practices in our schools.
- Refine plans to support crisis response teams and mental health services.

1B. Build intentional partnerships with students, families, and community.

We purposefully increase student and family engagement to meet the individual needs of students and develop community partnerships. These partnerships happen in classrooms, schools, and with the district.

Key activities:

- Create opportunities for student input at all levels and develop processes to share and respond.
- Partner with families to understand their students' perspectives, strengths, and needs.
- Develop and sustain meaningful partnerships and engagement with families and communities.

1C. Create supportive environments and learning experiences for each student by strengthening social and emotional learning.

Students need strong social emotional skills to succeed in life and we provide students with supportive and welcoming learning environments.

Key activities:

- Define and implement multi-tiered systems of support to increase healthy relationships between students, their peers and adults.
- Develop and use a districtwide menu of supports based on district data, social emotional standards, and evidence-based best practices to guide instruction.
- Integrate social emotional learning programming with existing initiatives at district and school levels.

GOAL

2

Students achieve academic success

To maximize student academic potential, we identify student learning strengths and needs through a consistent set of schoolwide instructional practices. We ensure all students are provided access to high-quality, developmentally appropriate, and differentiated academic experiences.

Outcome Metrics

Increase student proficiency on state exams

Increase student proficiency on district assessments

Increase the percentage of students who respond positively to questions about academic confidence



Priority Strategies

2A. Provide high-quality instruction and support focused on students' needs.

The best student outcomes are generated by aligned grade level standards and evidence-based best practices.

Key activities:

- Provide quality core instruction aligned to curriculum and state standards.
- Strengthen instructional practices and systems to increase student achievement to meet and exceed state standards.
- Define and implement consistent schoolwide practices that support student success.

2B. Align and integrate curriculum, assessments, instructional tools, and supports.

High-quality instruction is essential for all students to achieve academic success.

Teachers need high-quality curriculum, instructional materials, and assessments supported by professional learning to deliver effective high-quality instruction.

Key activities:

- Regularly assess student learning, and adjust instruction to meet the needs of all learners.
- Create and communicate a comprehensive plan for adopting and implementing curriculum that is inclusive of special education, multilingual, and highly capable learners.
- Convene teams of teachers to build and refine curriculum implementation guides.

2C. Provide comprehensive professional learning for instructional staff informed by student data, evidence-based best practices, and staff learning needs.

We value our staff and understand their impact on our students. When staff (certificated, classified, and administrators) are provided with ongoing professional development experiences that empower them with the knowledge, skills, and tools necessary to improve their work, they are better able to meet student and community needs.

Key activities:

- Ensure all staff receive high-quality professional learning.
- Provide district, site, and individual pathways for professional development.
- Provide staff collaboration opportunities to identify and align instructional practices to support students' academic, behavioral, and social-emotional growth.

GOAL

3

Collective responsibility for student success

Employees are at the core of our students' success. We will attract, support, and retain a diverse workforce, provide ongoing professional development, and ensure a culture of belonging within the organization.

Outcome Metrics

Increase the percentage of staff who respond positively to questions about belonging

Increase staff professional growth opportunities

Increase staff diversity to better reflect student diversity



Priority Strategies

3A. Recruit and retain high-quality staff with diverse experiences and backgrounds.

A diverse, high-quality staff increases student achievement by enabling students to interact and identify with adults from different backgrounds and experiences.

Key activities:

- Implement an ongoing anti-bias training for all administrators responsible for hiring.
- Develop and implement a program to recruit high-quality staff that reflects diverse representation.
- Create and implement a staff retention plan.
- Refine the exit interview process.

3B. Prepare employees for current responsibilities and outline professional growth pathway options.

All employees understand their individual roles and responsibilities. We provide meaningful staff development opportunities and career growth options.

Key activities:

- Expand districtwide professional development opportunities to address the needs of all staff.
- Create mentorship opportunities.
- Coach and support staff to meet role expectations.
- Define pathways for career advancement.

3C. Create a culture of belonging where all staff feel appreciated.

Staff have a sense of belonging across work groups and are acknowledged and celebrated for their contribution to student success.

Key activities:

- Promote and celebrate roles across the district.
- Provide collaboration opportunities for all staff.
- Expand social and emotional supports for staff.
- Acknowledge and celebrate staff through awards, recognitions and accomplishments.

GOAL 4

Organizational effectiveness

Decision making should be transparent, based on trusted and understandable data, and clearly documented. Continuous improvement will enable agile supports that evolve with changing needs within our community. This work involves engaging every part of our constituency in ways that result in stronger relationships around our shared priority: students.

Outcome Metrics

Increase overall service quality based on unique performance indicators for each department

Goal and strategy leads capture, analyze, and report progress regularly and share publicly at least once per year



Priority Strategies

4A. Increase operational efficiency across departments.

We regularly assess and improve practices to better serve our customers in support of student success.

Key activities:

- Develop and implement a process to assess and improve districtwide systems and practices.
- Analyze district business and support services to identify gaps in service needs, prioritizing the district strategic goals.
- Grow districtwide comprehensive safety program.

4B. Build relationships by engaging with our communities through meaningful communication.

Strong two-way communication and involvement builds relationships, trust and engagement.

Key activities:

- Identify and adopt districtwide communications best practices.
- Provide training and support for district-adopted communication tools.
- Gather ongoing feedback from all audiences to gauge progress and evolving needs.

Thank You

I want to thank the many people who provided their experiences, thoughts, and expertise as we developed this plan. We conducted over 110 in-depth interviews with staff, families, students, and community members about their experiences with our district. We couldn't have done that without the interviewers who spent hours in training, interviewing and summarizing the stories and experiences people shared. We had several ThoughtExchanges open for all to share their thoughts and feedback related to the strategic plan. We also met with families during parent cafés and family forums. You can see the summaries of those efforts on the [Strategic Plan website](#).

A work group composed of parents, community partners, staff and students studied those responses as well as a variety of district data sources. They synthesized the information and began to prioritize the needs to create draft goals and strategies. Administrators helped develop activities and methods to help us measure our progress. I'm grateful for both teams' work and good thinking.

Finally, I would like to thank the Board of Directors for their support of this vision and the many hours they spend in service of students and families.

This has truly been a community effort and will continue to be as the plan and our strategies evolve over the next several years. Thank you for partnering with us to help students be their best and experience academic and lifelong success.

