



STRATEGIC PLAN

2018-2023

MERIDIAN SCHOOL DISTRICT VISION

Each student will succeed through quality, inspirational and innovative education.

MERIDIAN SCHOOL DISTRICT PURPOSE

The Meridian School District works in partnership with our families and our community to educate each student in a safe and supportive learning environment to become a positive contributor to society.

MERIDIAN SCHOOL DISTRICT CORE VALUES

Student Centered – Students are the priority at the center of all actions and decisions.

Community Centered – Schools are the central hub for students, parents and community members.

Opportunities – All students are given diverse opportunities to develop skills needed for post-high school success.

Achievement – Student achievement encompasses both academic and social success for lifelong learning.

Engagement – A high level of community and family engagement is critical for success.

Transparent Accountability – The School Board, staff, students, parents and community members are all transparently accountable and responsive to each other.

Social Values – Schools promote a culture of service, academic excellence and a nurturing, safe, respectful and accepting environment where all stakeholders are valued.

Communication – Communication and accountability between District staff and families are necessary to align resources in order to support both opportunity and achievement for students.



Meridian School District 2018-23 Strategic Plan Goal Areas

1. STUDENT ACHIEVEMENT

2. CLOSING ACHIEVEMENT & OPPORTUNITY GAPS

3. QUALITY STAFF & PROFESSIONAL DEVELOPMENT

4. COMMUNITY RELATIONS

STUDENT ACHIEVEMENT

GOAL (1.1): By 2023, the percentage of 3rd graders scoring proficient or distinguished on the Smarter Balanced English/Language Arts Assessment will be above the average of Whatcom County school districts.

Action Step	Responsibility	Measurement(s) of Progress
a) Increase class time spent on daily English/Language Arts instruction.	Elementary Admin. Elementary ELA Teachers	Daily Schedules
b) Provide professional development for identifying and implementing best practices in English/Language Arts instruction.	Teaching/Learning Elementary ELA Teachers	Professional Development Plan
c) Increase professional development for deepening understanding of English/Language Arts standards and content.	Teaching/Learning Elementary ELA Teachers	Professional Development Plan
d) Implement standards alignment meetings between elementary level teachers.	Teaching/Learning Elementary ELA Teachers	Agendas
e) Increase collaboration activities with teachers at high achieving schools in Whatcom County.	Elementary ELA Teachers	Collaboration activities tracked

STUDENT ACHIEVEMENT

GOAL (1.2): By 2023, the percentage of 5th graders scoring proficient or distinguished on the Smarter Balanced Math Assessment will be above the average of Whatcom County school districts.

Action Step	Responsibility	Measurement(s) of Progress
a) Increase class time spent on daily math instruction.	Elementary Admin. Elementary Math Teachers	Daily Schedules
b) Increase professional development for identifying and implementing best practices in math instruction.	Teaching/Learning Elementary Math Teachers	Professional Development Plan
c) Increase professional development for deepening understanding of math standards and content.	Teaching/Learning Elementary Math Teachers	Professional Development Plan
d) Implement standards alignment meetings between elementary teachers.	Teaching/Learning Elementary Math Teachers	Agendas
e) Increase collaboration with teachers at high achieving schools in Whatcom County.	Elementary Math Teachers	Collaboration activities tracked

STUDENT ACHIEVEMENT

GOAL (1.3): *By 2023, 9th grade course failures will be below the average of Whatcom County school districts as measured by the OSPI 9th Grade Course Failure Performance Indicator.*

Action Step	Responsibility	Measurement(s) of Progress
a) Increase intervention supports for 9 th grade students at risk of failing a course(s).	MHS Admin. MHS Teachers	Interventions Identified
b) Increase communication with families of students at risk of failing a course.	Teachers Admin. Team	Track communications
c) Increase early identification of struggling students at middle school and high school. Increase communication between Middle level and MHS staff about effective or ineffective interventions attempted previously.	MHS/Middle Level Admin. Teachers Counselors	List of identified students with interventions attempted
d) Deny continued approval of choice students if not demonstrating academic success at 7 th , 8 th or 9 th grade.	Admin. Team	Choice students successful
e) Improve course alignment between Middle level and MHS teachers.	Teaching/Learning MHS/Middle Level Admin. Teachers Counselors	Course descriptions

STUDENT ACHIEVEMENT

GOAL (1.4): By 2023, the percentage of students attending post high school education will be above the average of Whatcom County school districts while the percentage of those enrolled in remedial courses will be below the average of Whatcom County school districts as measured by Washington ERDC (Education Research Data Center) data.

Action Step	Responsibility	Measurement(s) of Progress
a) Ensure each student has a high school and beyond plan.	MHS Teachers and Counselors	All MHS students have a documented plan
b) Expand dual credit opportunities at MHS.	MHS Admin.	Increased number/percentage of students earning dual credit, number of dual credit course options and number of post-secondary dual credit partnerships
c) Create post-secondary remediation team at MHS to create plan to reduce post-secondary remedial course rates.	MHS Admin. Teachers	Plan created
d) Develop agreements with WCC and BTC administration to reduce remedial course enrollment rates.	MHS Admin.	Agreements in place
e) Increase number of WWU Compass-to-Campus mentors at MHS.	MHS Admin.	Track WWU mentor numbers
f) Partner with colleges to provide test prep instruction at MHS.	MHS Counselors	Provide test prep instruction during T3 period
g) Hire College and Career Readiness/Community Partnership Coordinator.	Human Resources	Coordinator hired

STUDENT ACHIEVEMENT

GOAL (1.5): By 2023, on-time and extended graduation rates will be above the average of Whatcom County school districts as measured by the OSPI Graduation Rates Performance Indicator.

Action Step	Responsibility	Measurement(s) of Progress
a) Expand systemic interventions to ensure students earn credit on time.	MHS Admin. Support Team	T3 schedules Student Support Team
b) Implement requirement of written “completion plan” for those students not on track for on-time graduation.	MHS Admin. Support Team Counselors	Completion plan written for specific students
c) Hold choice students accountable for grades and attendance through a signed guest contract.	MHS Admin. Support Team	Improved attendance and grades for choice students
d) Implement additional alternative paths to earn credit.	MHS Admin. Support Team	List of options created
e) Increase opportunities for high school credit to be earned in middle school and summer school.	Admin Team	High school credit options in middle school and summer school
f) Identify at-risk middle level students and develop intervention and support plan before they go to MHS.	MMS Admin. Counselors	Written intervention and support plan for identified students

STUDENT ACHIEVEMENT

GOAL (1.6): By 2023, chronic absenteeism will be below the average of Whatcom County school districts as measured by the OSPI Chronic Absenteeism Performance Indicator.

Action Step	Responsibility	Measurement(s) of Progress
a) Identify students with chronic absenteeism. Track their attendance and share data with teachers and parents on a regular basis.	Attendance Team Counselors	Track data for identified students
b) Increase rate of personal phone calls to parents regarding chronically absent students by teachers.	Teachers	Phone logs Entered notes in Skyward
c) Expand list of intervention options and local resources available to parents and students	Building Truancy Officer Counselors Truancy Board	List of options and local resources created
d) Educate parents and community members regarding the importance of daily school attendance utilizing the statewide “Attendance Matters” campaign each fall.	Admin Team	Efforts tracked
e) Create consistent, District-wide communications and expectations regarding attendance.	Admin. Team Truancy Board	Consistent letters, procedures and communications
f) Include attendance in multi-tiered systems of support interventions at each school.	Admin. Team PBIS Teams	Ongoing monitoring of daily attendance for identified students

STUDENT ACHIEVEMENT

GOAL (1.7): *By 2023, suspension and expulsion rates will be below the average of Whatcom County school districts as measured by the OSPI Discipline Performance Indicator.*

Action Step	Responsibility	Measurement(s) of Progress
a) Identify suspension and expulsion rates for at risk populations. Provide specific additional supports for identified populations.	Admin. Team PBIS teams	OSPI data Initiatives tracked
b) Develop District-wide behavior plan/expectations using PBIS model.	Admin. Team PBIS teams	Plan developed
c) Increase collaboration activities with teachers at high performing schools in Whatcom County.	Admin. Team. PBIS teams	Collaboration efforts tracked
d) Implement alternatives to suspension on campus. Additional staffing for supervising students who stay on campus instead of going home.	Admin. Team PBIS teams	Alternatives identified Staffing added.
e) Implement restorative justice practices.	Admin. Team PBIS teams	Initiatives tracked

CLOSING ACHIEVEMENT & OPPORTUNITY GAPS

GOAL (2.1): *By 2023, improved student supports will be implemented to raise the performance of non-white students, students who qualify for free/reduced lunch, English language learners and students with disabilities in order to reduce by 50% current achievement and performance gaps between White and Non-White students; students who qualify for free/reduced lunch and those who do not; English language learners and native English speakers; and students with disabilities and those without disabilities as measured by the OSPI Performance Indicators and state assessments in the following areas:*

- *3rd grade reading*
- *5th grade math*
- *9th grade course failure rates*
- *On-time and extended graduation rates*
- *Chronic absenteeism rates*
- *Suspension and expulsion rates*

Action Step	Responsibility	Measurement(s) of Progress
a) Identify current gaps in academics, behavior and attendance. Identify and implement specific evidence-based improvement strategies.	Admin. Team Counselors Teachers Support Staff	District and state assessments and benchmarks
b) Increase family involvement and support for achievement gap groups through specific initiatives.	Admin. Team Counselors Teachers Support Staff	Document to track initiatives/progress
c) Provide professional development for staff on how to decrease achievement and opportunity gaps.	Admin. Team Counselors Teachers Support Staff	Professional development plan

QUALITY STAFF & PROFESSIONAL DEVELOPMENT

GOAL (3.1): By 2023, the ethnic diversity of certificated, classified and administrative staff will increase by 25% from current levels to better reflect the ethnic composition of the student population.

Action Step	Responsibility	Measurement(s) of Progress
a) Identify staff diversity baseline for 2017-18.	Human Resources	Baseline created
b) Enlarge District's employee recruitment zones.	Human Resources	Identified list of groups, agencies, posting sites/methods and geographic areas
c) Create diversity workgroup within District to address staff diversity.	Human Resources Admin. Team	Rosters/agendas
d) Create District-wide hiring process with identified steps and tools to support diversity.	Human Resources Admin. Team	Documented process and tools

QUALITY STAFF & PROFESSIONAL DEVELOPMENT

GOAL (3.2): Staff training will be aligned to specific identified academic achievement goals.

Action Step	Responsibility	Measurement(s) of Progress
a) Identify districts similar to MSD that are out-performing MSD. Identify initiatives to replicate.	Content Teams Admin. Team	List of districts List of initiatives to replicate
b) Identify annual achievement goals to be addressed with professional development.	Teaching/Learning Admin. Team	Identified goals Professional development plan
c) Reconvene content study teams to improve instruction, assessments, curriculum, and to deepen understanding of the Common Core State Standards.	Teaching/Learning Admin. Team Content Teams	Rosters/Agendas Professional development plan
d) Develop 5-year professional development plan for identified achievement goals. Identify District and building level resources needed to support plan.	Teaching/Learning Admin. Team	Professional development plan Needs identified
e) Professional development budget set at beginning of each school year aligned to professional development plan.	Teaching/Learning Admin. Team	Budget in place

QUALITY STAFF & PROFESSIONAL DEVELOPMENT

GOAL (3.3): Staff members that are implementing new curricular and instructional initiatives will be supported by an aligned, articulated and pro-active professional development plan.

Action Step	Responsibility	Measurement(s) of Progress
a) Conduct District-wide needs assessments regarding curricular and instructional needs.	Teaching/Learning Admin. Team	Assessments completed
b) Create long-term curriculum adoption schedule based on needs assessment and create professional development plan to specifically support curricular adoptions and instructional initiatives.	Teaching/ Learning Admin. Team	Plan(s) adopted

COMMUNITY RELATIONS

GOAL (4.1): *By 2023, satisfaction with district communication will increase by 25% as measured by annual surveys administered to district staff, parents and community members.*

Action Step	Responsibility	Measurement(s) of Progress
a) Satisfaction baseline will be identified through the administration of a survey in the spring of 2018.	Admin. Team	Survey administered
b) Conduct annual surveys for parents/community regarding satisfaction with district communications.	Admin. Team	Survey results
c) Identify annual goals based on survey results.	Admin. Team	Goals identified
d) Develop social media plan to specifically increase satisfaction with District communications.	Social Media Specialist Admin. Team	Social Media plan
e) Redesign the District webpage to increase content and ease of access to information.	Technology Team Admin. Team	New webpage launched by June 2019
f) Identify list of communication tools and actions that each Principal/school will utilize to improve communications.	Admin. Team	List created

COMMUNITY RELATIONS

GOAL (4.2): By 2023, the number of community/school partnerships that support student achievement will increase by 25%.

Action Step	Responsibility	Measurement(s) of Progress
a) Identify baseline for partnerships by the spring of 2018.	Admin. Team	Baseline created
b) Identify plan to increase CTE/industry opportunities for students to intern, job-shadow and meet with local industry professionals. CTE Advisory Group to create a plan to increase industry partnership	MHS Admin. Team Counselors CTE Advisory	Written plan
c) Redesign the 18-21 year old Transition Program.	MHS Special Ed. Team	Written plan
d) Identify and engage community organizations that can help support student achievement.	Admin. Team	List of organizations, contacts, and actions
e) Hire College and Career Readiness/Community Partnership Coordinator.	Human Resources	Coordinator Hired