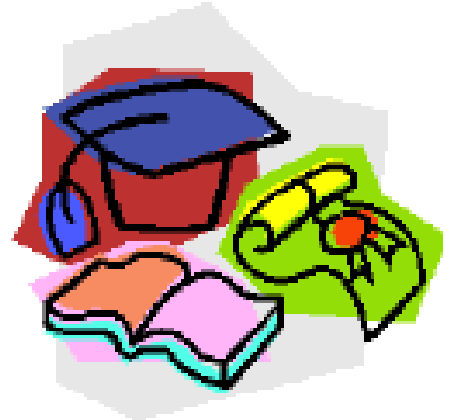


*Vashon Island School  
District No. 402*

*STRATEGIC PLAN*

*For 2003-2006*

*Vashon Island School District –  
In a “CLASS” of its own . . .*



*Community of students engaged in a positive  
Learning Environment that encourages  
Academic Achievement made possible through a  
Strong Organization of highly qualified staff, in partnership with  
Supportive Parents and Community*

**BOARD OF DIRECTORS**

- ▶ Dan Chasan
- ▶ Jake Jacobovitch
- ▶ Gene Lipitz
- ▶ Lorin Reinelt
- ▶ Susan Stackhouse

**ADMINISTRATION OFFICE**

18850 103<sup>rd</sup> Avenue SW  
Vashon, WA 98070  
206-463-2121 PHONE  
206-463-6262 FAX  
info@vashonsd.org  
www.vashonsd.org

# MISSION

**Vashon Island Public Schools – Providing educational resources and opportunities for students to become self-reliant lifelong learners with the knowledge, skills, habits, values and attitudes for living responsible, productive and satisfying lives.**

## DIRECTORY

### ADMINISTRATION OFFICE

20414 Vashon Highway SW  
Vashon, WA 98070  
(Tel) 206-463-2121 (Fax) 206-463-6262

*Dr. Marguerite (Mimi) Walker,*  
Superintendent  
(Tel) 206-463-6000

*Dan Kaufman,*  
Director of Student Services  
(Tel) 206-463-6001

*Susan Shields,*  
Business Manager  
(Tel) 206-463-2121 Ext. 7

*Peter Serko,*  
Network Administrator

*Michael DeBlasi,*  
Technology Manager  
(Tel) 206-463-7312

*Janine Ducharme,*  
Facilities Director  
(Custodial, Grounds, Maintenance, Safety)  
(Tel) 206-463-5110

*Claudia Campbell,*  
Food Services Manager  
(Tel) 206-463-0903

*Betty Zaloudek-Moore,*  
Bus Transportation Branch Manager  
*Laidlaw Transit, Inc.*  
(Tel) 206-463-2525

### SCHOOLS

#### CHAUTAUQUA ELEMENTARY SCHOOL

- *Amy McFarland, Principal* –  
- *Claudia Mason, Assistant Principal* -  
(608 Students, Grades PreK-5)  
9309 S.W. Cemetery Road  
Vashon, WA 98070-6105  
(Tel) 463-2882 (Fax) 206-463-0937

#### McMURRAY MIDDLE SCHOOL

- *Greg Allison, Principal* -  
(367 Students, Grades 6-8)  
9329 S.W. Cemetery Road  
Vashon, WA 98070-6105  
(Tel) 206-463-9168 (Fax) 206-463-9707

#### VASHON ISLAND HIGH SCHOOL \*

- *Susan Hanson, Principal* -  
- *Mel Cooley - Asst. Principal/Athletic Director* -  
(503 Students, Grades 9-12)  
20120 Vashon Highway S.W.  
Vashon, WA 98070-6026  
(Tel) 206-463-9171 (Fax) 206-463-1944

#### FAMILYLINK \*

(97 Students, Grades K-12)

#### STUDENTLINK \*

- *Susan Hanson, Administrator* -  
- *Julie Hanger, Executive Assistant* -  
(19 Students, Grades 9-12)  
20120 Vashon Highway SW  
Vashon, WA 98070-6026  
(Tel) 206-463-9171, Ext. 506 (Fax) 206-463-1944

#### \* RUNNING START

Enrollment opportunities are available through these schools.

## BUDGET

<b>General Fund Revenue, Expenditures, and Fund Balance</b>					
	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>
Beginning Fund Balance	\$520,205	\$727,780	\$918,925	\$466,349	\$241,263
Revenue	\$11,151,376	\$11,099,295	\$11,827,112	\$12,300,196	\$12,669,202
Total Resources Available	\$11,671,581	\$11,827,075	\$12,746,037	\$12,766,545	\$12,910,466
Expenditures	\$10,943,801	\$10,908,150	\$12,279,688	\$12,525,282	\$12,775,787
Designated for Carryover	\$398,785	\$350,000	\$64,925		
Ending Unreserved Fund Balance	\$328,995	\$568,925	\$401,424	\$241,263	\$134,678
	2.99%	5.11%	3.53%	2.11%	1.12%

(Ending Fund Balance Percentages Equal Three-Year Rolling Average Per Board Fund Balance Policy Calculation)

## VASHON ISLAND SCHOOL DISTRICT STRATEGIC PLAN 2003-06

### ***Outcome #1 - Maximum achievement for all students***

Goals	Components	Achievement Indicators	Leadership for Achievement Indicators	Communication Strategies	Timeline
<p><b>A</b> Defined learner outcomes</p> <p><b>B</b> Rigorous standards of performance for students and staff</p>	<ul style="list-style-type: none"> <li>• Alignment of curriculum</li> <li>• Quality instruction</li> <li>• Assessment goals</li> <li>• Adequate funding for curriculum and professional development</li> <li>• Special programming maintained and enhanced               <ul style="list-style-type: none"> <li>- Highly Capable</li> <li>- Special education</li> <li>- Independent Study</li> <li>- The Arts</li> </ul> </li> <li>• Annual identified curriculum focus</li> <li>• Class/course selection process defined and implemented</li> <li>• Encourage the use of technology as a tool for learning</li> </ul>	<ol style="list-style-type: none"> <li>1. Top 10% of standardized testing scores statewide in writing and math</li> <li>2. Curriculum aligned in specific subject areas</li> <li>3. Establish &amp; maintain a list of staff and professional development opportunities attended for each school year and summary of implementation and success in classroom instruction</li> <li>4. Maintenance and enhancement of funding for special programming through grants, i.e., Highly Capable, Special Education</li> <li>5. All district employees authentically evaluated annually</li> <li>6. An annually developed and published School Improvement Plan including vision, mission and goals for each school/program</li> <li>7. Class sizes at or below contract language</li> <li>8. Funds available for curriculum materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Classroom Teachers, Paraeducators, Students, Parents</li> <li>2. Superintendent, Principals, Classroom Teachers, Parents</li> <li>3. Professional Development Committee, Superintendent, Director of Student Services, Principals</li> <li>4. Superintendent, Business Manager, Special Projects Coordinator, Director of Student Services</li> <li>5. All Administrative Team Members</li> <li>6. Principals, Site-Based Teams, Students, PTSA</li> <li>7. Superintendent, Principals</li> <li>8. Superintendent, Board</li> </ol>	<ul style="list-style-type: none"> <li>• Regular and consistent student progress reporting</li> <li>• Professional Development Matrix posted on website</li> <li>• Curriculum focus presentation to Board monthly</li> <li>• School newsletters highlight student learning and staff professional development opportunities monthly</li> <li>• Publish curriculum information, including course syllabi, the Writing Inventory &amp; Goals, math articulation document for parents, students and community members</li> </ul>	<p>Focus 2002-03: Writing Inventory &amp; Goals for Instruction and Learning</p> <p>Focus 2003-04: Math Articulation; Continue Writing Inventory &amp; Goals</p> <p>Focus 2004-05: Reading in Content Areas</p> <p>Focus 2005-06: Science</p>

**VASHON ISLAND SCHOOL DISTRICT  
STRATEGIC PLAN 2003-06**

***Outcome #2 – Continue to promote a supportive learning environment***

<b>Goals</b>	<b>Components</b>	<b>Achievement Indicators</b>	<b>Leadership for Achievement Indicators</b>	<b>Communication Strategies</b>	<b>Timeline</b>
<p><b>A</b> Provide all students with a physically and emotionally safe learning environment</p> <p><b>B</b> Recognize and highlight staff, students, programs, and volunteers</p>	<ul style="list-style-type: none"> <li>• Clear expectations of student conduct</li> <li>• Consistent reinforcement of policies and procedures</li> <li>• Promote leadership development and continuity with staff and students</li> <li>• Emphasize and practice an inclusive learning environment</li> <li>• Educate students, staff and community on risk and protective factors of youth (i.e., substance abuse)</li> <li>• Value school attendance (on time, 180 days)</li> <li>• Staff attend co-curricular activities to support students</li> <li>• Enhance meaningful student recognition programs</li> <li>• Define a “model classroom”</li> </ul>	<ol style="list-style-type: none"> <li>1. Decrease in number of short and long-term suspensions</li> <li>2. Retain high quality building-level principals and staff at high percentage</li> <li>3. Inclusion of all students in academic and co-curricular programs</li> <li>4. Decrease the number of student days missed by 5% annually at each school</li> <li>5. Decrease number of Becca Bill truancies filed at secondary schools to below 1% of student population</li> <li>6. Identify and enhance student recognition programs</li> <li>7. Define a “model” classroom</li> </ol>	<ol style="list-style-type: none"> <li>1. Principal, Students, Parents</li> <li>2. All Administrative Team Members</li> <li>3. Director of Student Services, Teachers, Classified Staff, Coaches</li> <li>4. Parents, Students, Staff, Administrators</li> <li>5. Students, Parents, staff, building administrators</li> <li>6. Principals, Teachers</li> <li>7. Staff</li> </ol>	<ul style="list-style-type: none"> <li>• Publish letter of commitment to parents for school attendance</li> <li>• Invite parents and community to student recognition programs</li> <li>• Fully participate in “Recognition Weeks” for volunteers and staff</li> <li>• Encourage staff to participate in PTSA</li> <li>• Formal communication to parents and students regarding behavior expectations</li> <li>• Telephone calls, post cards, etc. routinely made by all staff to parents to share news and celebrate successes of students</li> </ul>	<p>Focus 2002-03: Establish and enforce a harassment-free school environment</p> <p>Focus 2003-04: Substance use and abuse education and community awareness</p> <p>Focus 2004-05: Attendance and retention of students</p> <p>Focus 2005-06: Student co-curricular and recognition programming</p>

**VASHON ISLAND SCHOOL DISTRICT  
STRATEGIC PLAN 2003-06**

***Outcome #3 – Establish an organization that continually grows and takes risks***

<b>Goals</b>	<b>Components</b>	<b>Achievement Indicators</b>	<b>Leadership for Achievement Indicators</b>	<b>Communication Strategies</b>	<b>Timeline</b>
<p><b>A</b> Professional development for staff</p> <p><b>B</b> Fiscal responsibility and monetary spending choices</p> <p><b>C</b> Anticipate and pre-plan for program development, design, or reduction</p>	<ul style="list-style-type: none"> <li>• Provide adequate resources and opportunities for professional development</li> <li>• Encourage collegial sharing</li> <li>• Establish, communicate, and provide for Professional Development Matrix</li> <li>• Maintain/enhance positive relations with staff and labor organizations</li> <li>• Continue to pursue grant opportunities</li> <li>• Maintain fiscal management and responsibility through procedures, regular reporting and evaluation</li> <li>• Identify a clear capital improvement plan for the district</li> <li>• Ensure continuity of programs by increasing the Fund Balance to 4+%</li> <li>• Involve all constituency groups in budget planning</li> <li>• Outreach to parents for feedback on program success and enhancements</li> </ul>	<ol style="list-style-type: none"> <li>1. Collaborative working relationship between Supt. &amp; Board &amp; Admin. &amp; Staff</li> <li>2. Establish &amp; maintain a list of staff and professional development opportunities attended for each school year and summary of implementation and success in classroom instruction</li> <li>3. Draft budget, calendar, assumptions, and priorities established January of each year</li> <li>4. Maintain and enhance the level of grant funds received</li> <li>5. Fund balance reaches \$470,000 by 2005</li> <li>6. Continue to hold budget hearings and forums</li> <li>7. Work collaboratively with labor groups by meeting monthly and solving issues, including grievances</li> </ol>	<ol style="list-style-type: none"> <li>1. Superintendent, School Board</li> <li>2. Special Projects Coordinator</li> <li>3. Business Manager, Superintendent</li> <li>4. Special Projects Coordinator</li> <li>5. Business Manager, Superintendent</li> <li>6. Superintendent</li> <li>7. Superintendent, Facilities Director</li> </ol>	<ul style="list-style-type: none"> <li>• Communicate in school newsletters the professional development opportunities in which staff are participating</li> <li>• Publish an annual Capital Projects update</li> <li>• Publish our 1, 5 and 10 year Capital Improvement Plan</li> <li>• Do an August insert in the Beachcomber</li> <li>• Publicize the public budget hearing</li> <li>• Attend community-wide meetings to share budget information</li> <li>• Participate in the “Island Child” publication</li> <li>• Participate in speaking engagements to community groups</li> </ul>	<p>Focus 2002-03: A clearly articulated Professional Development Matrix and funds available to all staff for workshops and conferences around “writing” and other curricular/ program areas</p> <p>Focus 2003-04: Proactive planning for fiscal responsibility</p> <p>Focus 2004-05: Labor relations</p> <p>Focus 2005-06: Resource acquisition and enhancement</p>

**VASHON ISLAND SCHOOL DISTRICT  
STRATEGIC PLAN 2003-06**

***Outcome #4 – Continued engagement with our community***

<b>Goals</b>	<b>Components</b>	<b>Achievement Indicators</b>	<b>Leadership for Achievement Indicators</b>	<b>Communication Strategies</b>	<b>Timeline</b>
<p><b>A</b> Establish, maintain, and enhance partnerships with constituency groups, community and other educational or non-educational entities</p> <p><b>B</b> Enhance volunteer opportunities</p> <p><b>C</b> Effective communication</p> <p><b>D</b> Support PTSA and other identified partners and make them an integral part of all aspects of our school district from volunteers to decision-making stakeholders</p>	<ul style="list-style-type: none"> <li>• Encourage site-based decision making with diverse representation</li> <li>• Maintain and enhance volunteer opportunities through schools, programs, and community</li> <li>• Provide consistent communication to students’ parents, community</li> <li>• Maintain and enhance partnership with PTSA, Partners in Education, Vashon Community Scholarship Foundation, Vashon Park District, Vashon Youth &amp; Family Services, Vashon Allied Arts, YMCA</li> <li>• Uphold standards for volunteers</li> <li>• Network and collaborate with other educational organizations and schools on the Island</li> <li>• Email to students, parents, community such documents as the Strategic Plan, Writing Guide</li> <li>• Provide access and updated information on the School District website</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase number of volunteers and volunteer opportunities at each building</li> <li>2. Administrative Team members and staff attend one or more PTSA meetings</li> <li>3. Regular communications with parents and students</li> <li>4. Featured media re: the District put forth quarterly</li> <li>5. Facilitate a meeting with partners regarding coordinated fundraising efforts</li> <li>6. Increase student opportunities for service learning in the community</li> </ol>	<ol style="list-style-type: none"> <li>1. Principals, Staff</li> <li>2. All Administrative Team Members, VEA, VESP, SEIU</li> <li>3. Principals, Teachers, Site Councils, PTSA</li> <li>4. Superintendent, PTSA</li> <li>5. Superintendent, Business Manager</li> <li>6. Principals, Staff</li> </ol>	<ul style="list-style-type: none"> <li>• Utilize the website to share information, including job postings, curricular updates, capital projects, recognition of school district staff and students</li> <li>• Periodic guest articles or commentaries from Administrative Team and School Board in local media sources (newspapers, radio)</li> <li>• Participate in speaking engagements</li> <li>• Continue community and input forms to Board, as well as topic-specific feedback forms</li> </ul>	<p>Focus 2002-03: Consistent communication to parents from each school</p> <p>Focus 2003-04: Maintaining and enhancing partnership with PTSA</p> <p>Focus 2004-05: Volunteer opportunities review and enhancement</p> <p>Focus 2005-06: Communication strategies and implementation</p>