

AGENDA

**DES MOINES CITY COUNCIL
STUDY SESSION
City Council Chambers
21630 11th Avenue South, Des Moines**

December 3, 2015 – 7:00 p.m.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

COMMENTS FROM THE PUBLIC

NOTE: *Comments must be limited to the items of business on the Study Session Agenda per Council Rule 10. Please sign in prior to the meeting and limit your comments to three minutes.*

EXECUTIVE SESSION

DISCUSSION ITEMS

Item 1: EMERGING ISSUES

Item 2: EDUCATIONAL COMMUNITIES

NEXT MEETING DATE

December 10, 2015 Regular City Council Meeting

ADJOURNMENT



**Federal Way
Public Schools**

Strategic Planning Update: Des Moines City Council Meeting

December 3, 2015



***Presented by:
Dr. Tammy Campbell
Superintendent
Federal Way Public Schools***

Systems Updates



Superintendent

- ✓ 100 Day Entry Plan
- ✓ Strategic Planning

LISTEN.

LEARN.

LEAD.



Federal Way
Public Schools



Federal Way Public Schools – District Profile

77.8

Percent Graduation Rate

39

Schools

22,000

Students

112

Languages Spoken

2,500

Staff Members

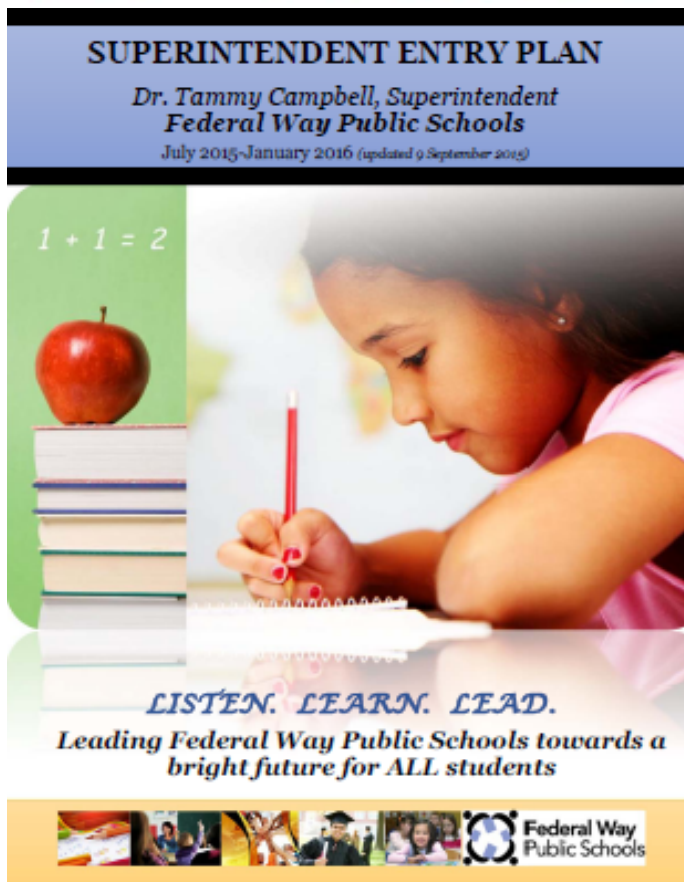
58

Percent Free and Reduced
Lunch



Federal Way
Public Schools

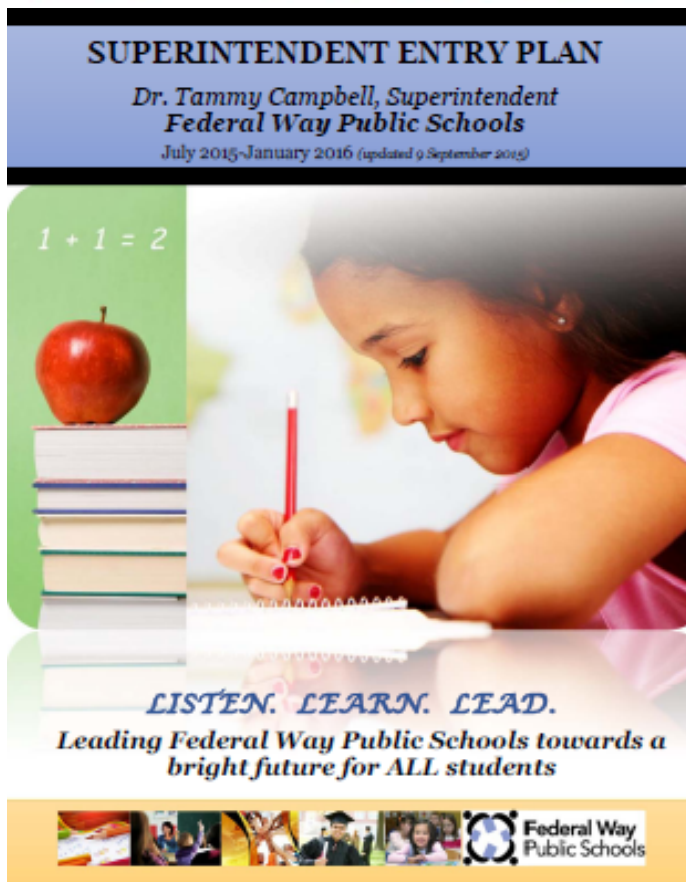
Progress Monitoring My 100 Day Entry Plan



- I have visited 32 schools with 7 more to go by December 17
- I have met with and talked with over 300 parents in small group forums or at individual schools
- I have met with every principal and central office administrator in one-on-one meetings
- I have met with over 400 teachers in small group forums or at individual schools



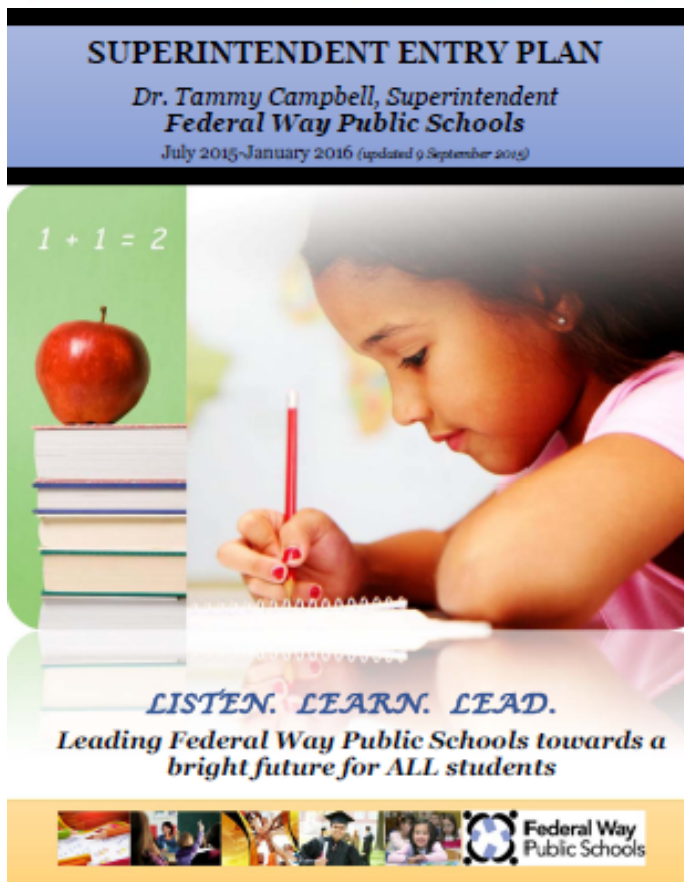
Progress Monitoring My 100 Day Entry Plan



- I have engaged with our Board of Directors in focused work on role clarity and deepening our understanding of policy governance, including revision of our Ends.
- We have strengthened our structures for celebrating organizational and staff successes with the “Good News Announcements” at Board Meetings.



Progress Monitoring My 100 Day Entry Plan



- Engaged in early actions in response to principals, teachers, and families
 - ELA adoption
 - DD3 application focused on deepening family engagement
 - Communicated my expectations that the central office team operates coherently and with a student focus
 - Communicated the expectation that building principals are key to school improvement and as a result, capacity building in this area is essential



Strategic Planning Update



Please join us in creating a

vision

for our children's future.

Dr. Tammy Campbell,
Federal Way Public Schools Superintendent,
invites you to participate in our strategic
planning process to develop the vision and
direction for enhancing student achievement
and success in the coming years.

STRATEGIC PLANNING SESSIONS

8:30 a.m. – 4:00 p.m.
November 2 and 3, 2015
Federal Way Public Schools
Educational Service Center
33330 8th Avenue South
Federal Way, WA

RSVP by October 16 to
Kassie Swanson 253-945-2000



 Federal Way
Public Schools

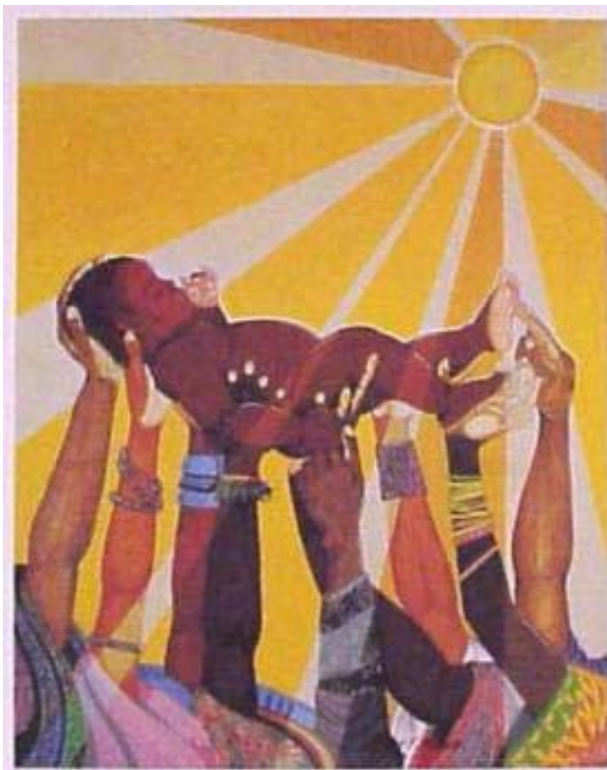
a commitment to educating every child

 ALL MEANS ALL





We Are **ALL** Responsible for the Future for
ALL of Federal Way Public School's Children



**IT REALLY TAKES A
VILLAGE. WE'RE ALL
RESPONSIBLE FOR
ALL CHILDREN.**



**Federal Way
Public Schools**

Why Strategic Planning in FWPS?

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Public Schools

a commitment to educating every child

 **ALL MEANS ALL**

- We have not had a Strategic Plan to point the collective direction for all 39 school sites for two decades.
- We must have shared and common responses to the following questions:
 - What is our vision for our each of our students?
 - What is our mission?
 - What are our goals?
 - What strategies will we engage in across our schools to accomplish our goals?
 - How will we measure our progress toward those goals?



Why Strategic Planning in FWPS?



BIG dreams
FOR OUR FUTURE

COMMUNITY FORUMS

"To accomplish great things, we must not only act, but also dream; not only plan, but also believe."
—Abraham Lincoln

Our Strategic Planning Initiative will create a roadmap toward a future vision for enhancing student achievement and success in the coming years.

Your Child's Future: How Big Can You Dream?
What should our schools do and be for all of our children? Tell us your hopes and dreams for your child's academic learning.

Diverse Voices & Perspectives
One of the most important components of the strategic planning initiative is student, parent and community involvement. Please attend one of these five community forums around the district.

Light meal will be provided.
Childcare available upon request.
Call Jasmine Houghton at 352-943-2143.
Transportation available.
Share information at www.fwps.org
Interpreters will be provided.

January 14, 2016
3:00-7:00 p.m.
Socajawa Middle School Library
1101 South Oak Point Road
Federal Way

January 23, 2016
3:00-7:00 p.m.
King County Regional Library
34200 1st Way South
Federal Way

February 8, 2016
3:00-7:00 p.m.
Lakota Middle School Commons
1413 SW 21st Street
Federal Way

February 26, 2016
3:00-7:00 p.m.
Thomas Jefferson High School Library
4048 S. 28th Street
Auburn

March 1, 2016
3:00-7:00 p.m.
Eds Middle School Library
4400 South 20th Street
Auburn

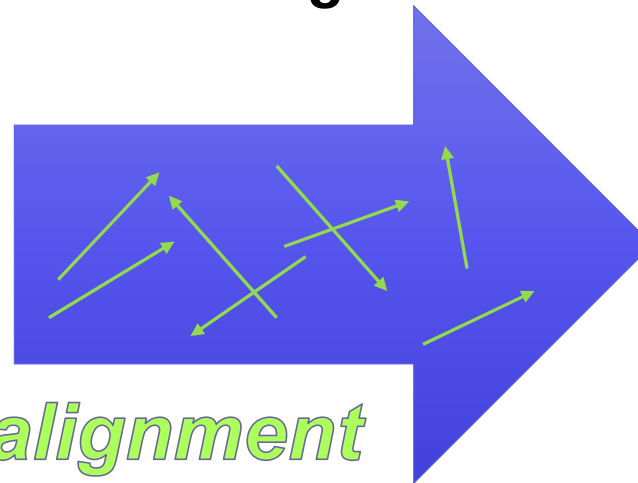
Federal Way Public Schools

- Research says that districts that have a common vision and strategic plan to articulate that vision have a .25 effect size on student achievement. Simply put, we improve student learning.
- Once we have outlined our goals, strategies and metrics, community based partners will gain clarity in how to support individual schools across the district.

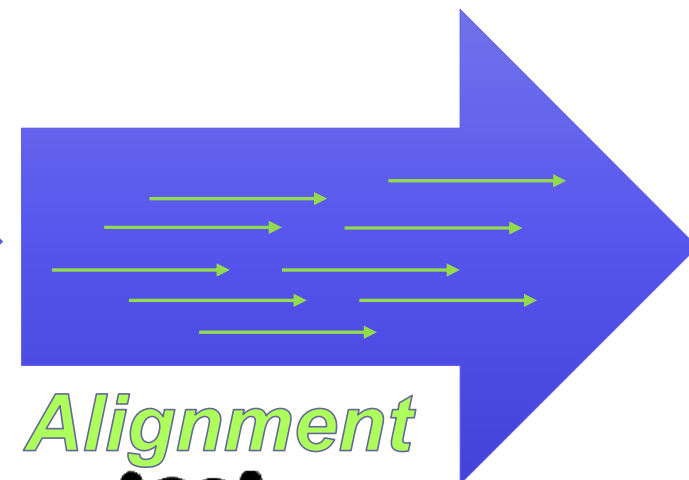


Why a Strategic Plan?

The strategic plan allows for a disciplined framework to bring people, programs, processes and resources together in an aligned fashion, working towards a common aim.



Misalignment



Alignment



**Federal Way
Public Schools**

YOU'RE INVITED

instructional
focus team



3 INSTRUCTIONAL FOCUS TEAM SESSIONS

Dr. Tammy Campbell,
Federal Way Public Schools
Superintendent, invites you to participate
in our strategic planning process to assess
instructional strengths and areas of growth,
and to help drive the instructional
goals within the strategic plan.

January 25-26 | 8:30 am-3:30 pm
Twin Lakes Golf & Country Club
3583 SW 320th Street, Federal Way

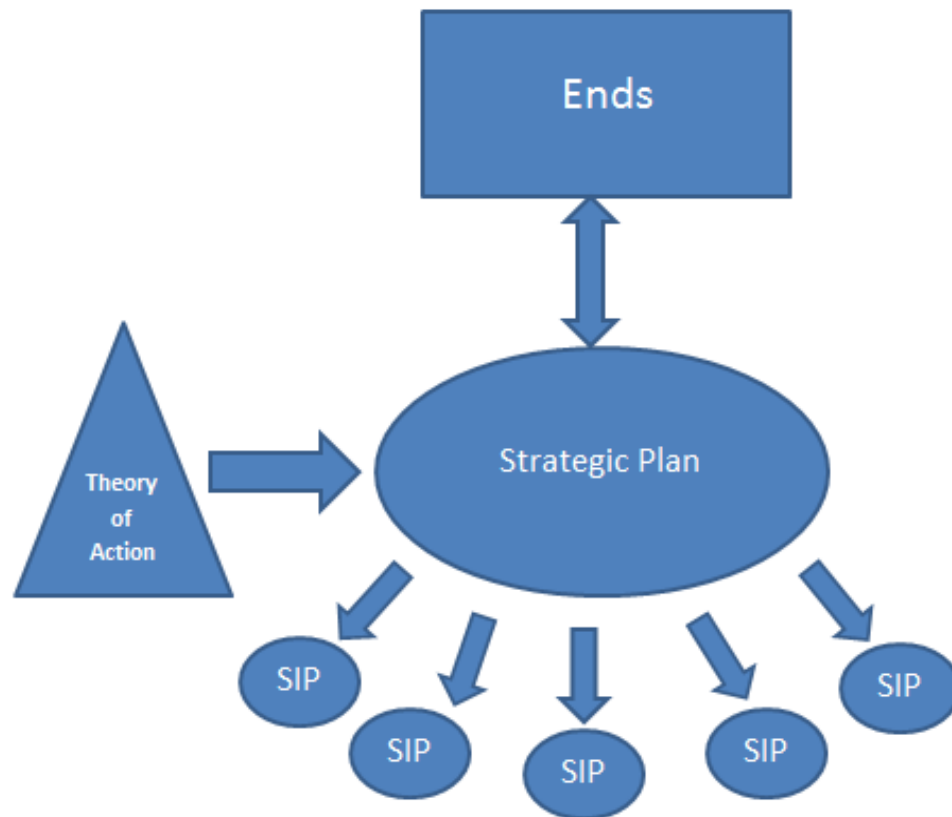
April 29 | 1:00-3:30 pm
Federal Way Community Center
876 S 333rd Street, Federal Way

RSVP by Friday, December 11 to Kassie Swenson
Director of Strategy and System Alignment
at 253-945-2000 or kswenson@fwps.org

 **Federal Way
Public Schools**

a commitment to educating every child **ALL MEANS ALL**

How Does the Strategic Plan Align with the Work in FWPS?



It begins with Our ENDS.

Our ENDS inform our Strategic Plan.

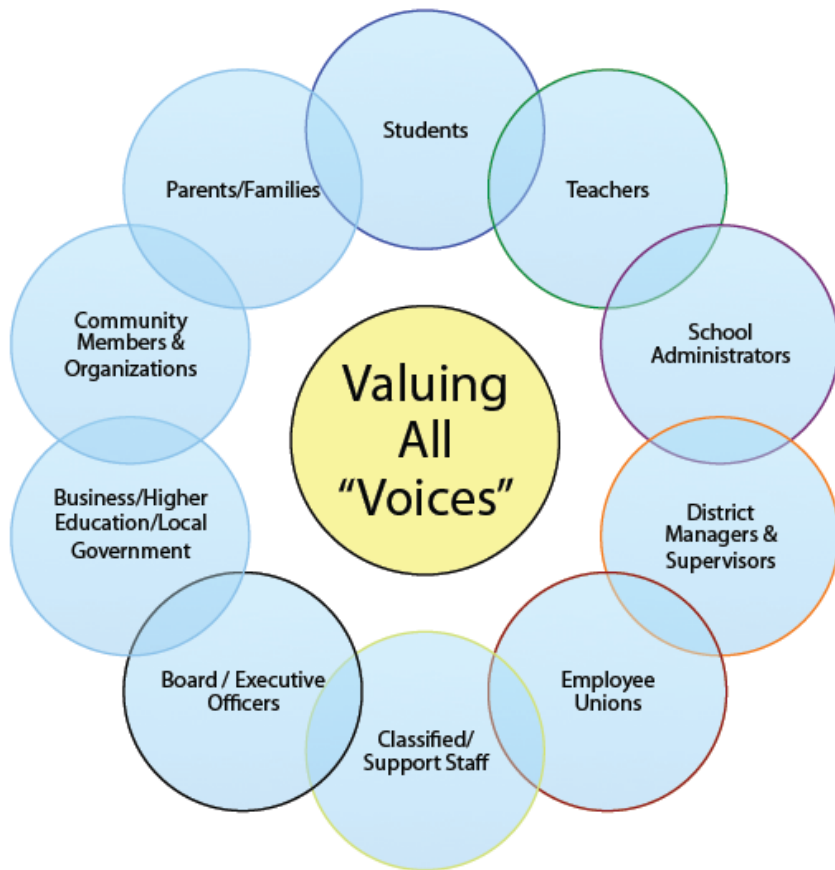
Strategic Planning will shape our Ends.

Our Theory of Action will influence the strategies and goals that are embedded in our Strategic Plan.

The continuous improvement efforts at every one of our 38 sites will be driven by School Improvement Plans that are derived from our Strategic Plan.



Embracing Diverse Voices & Communities



- Survey of Internal and External Stakeholders
- All stakeholder groups represented in one of the various focus groups or forums
- "Reality check" sessions to solicit teacher, admin. and staff feedback



Federal Way
Public Schools

Strategic Planning Teams

Alignment Team

- Leadership Team
- October 28

Core Planning Team

- 100+ (District Leadership, Principals, Assistant Principals, Teachers, Union Leadership, Classified Staff, Community Members, Students, Parents)
- November 2-3, December 2, February 8, April 29

Instructional Focus Team

- Leadership Team, TFL, Principals, Assistant Principals, Teachers
- January 25-26, April 29

Student Voice

- 100 students
- January 29

Community Forums

- 5 Community Forums in each district
- January 14, 25; February 8, 29; March 1



**Federal Way
Public Schools**



City-District Partnerships

- City Representation on the Core Team
 - City of Federal Way, Chief of Staff
 - Federal Way Police Department, Lieutenant
- Focused, strategic and coherent approach across the district increases overall effectiveness in creating a quality school system
- Community Partnerships--Once the big goals are defined we will convene a broad-based group of community based organizations so each of them can select one goal from the strategic plan that they will focus on



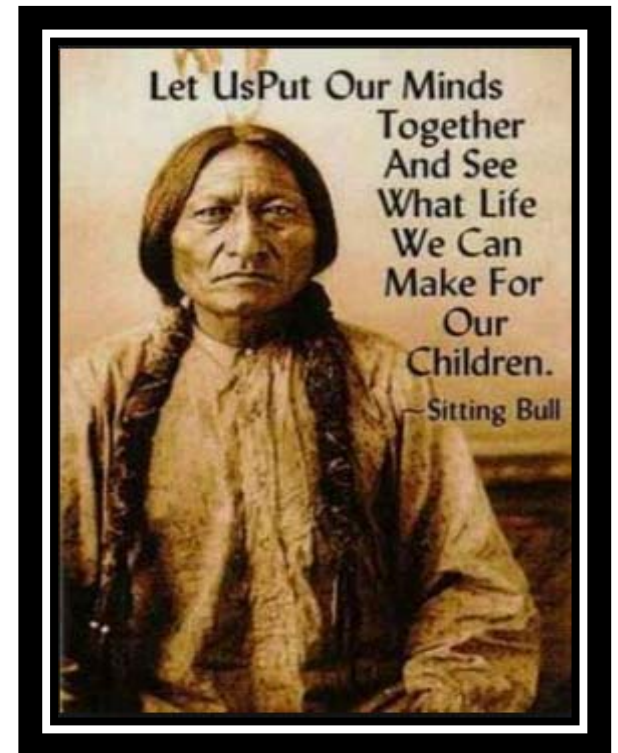


Let's Proceed with Optimism and Courage

Over the course of our work together, I want to remind you to think about a very SPECIAL PERSON. This person is the reason why we exist as a school district.

In FWPS, we have the good fortune of serving 21,650 of these very special people, OUR Student-Scholars.

The focus and impact of our collective efforts as a district has to have a significant positive impact on the learning of our students.



Federal Way
Public Schools



Susan Enfield, Ed.D.
Superintendent

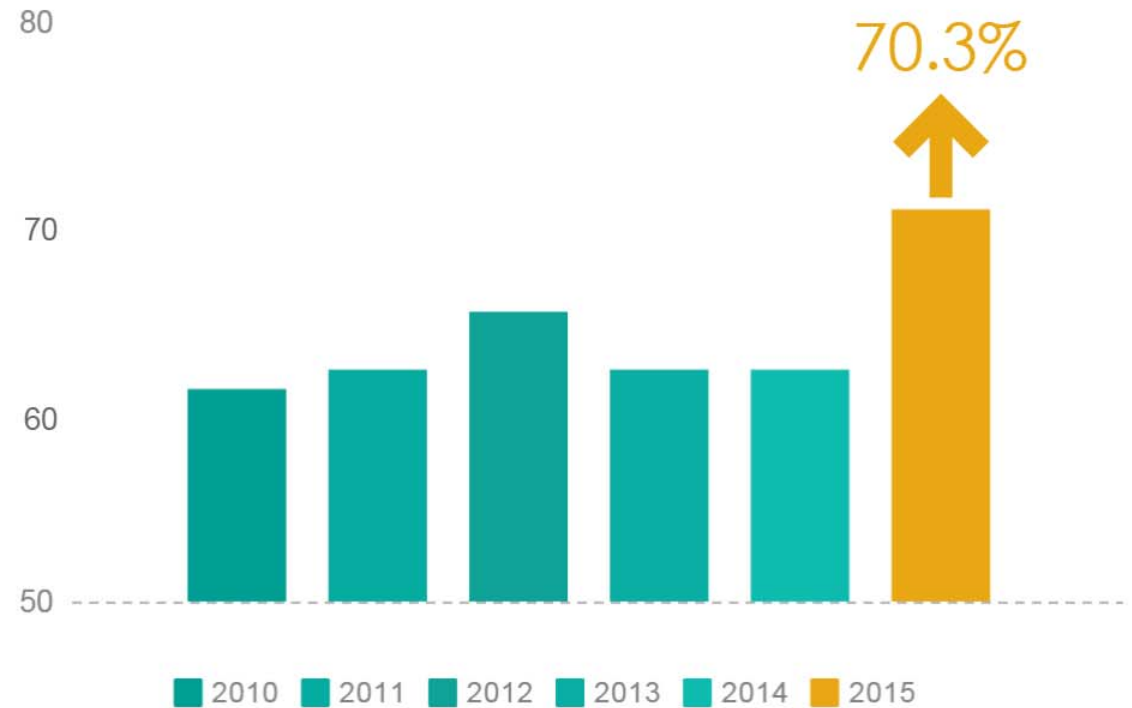
Des Moines City Council
December 3, 2015



High School Graduation

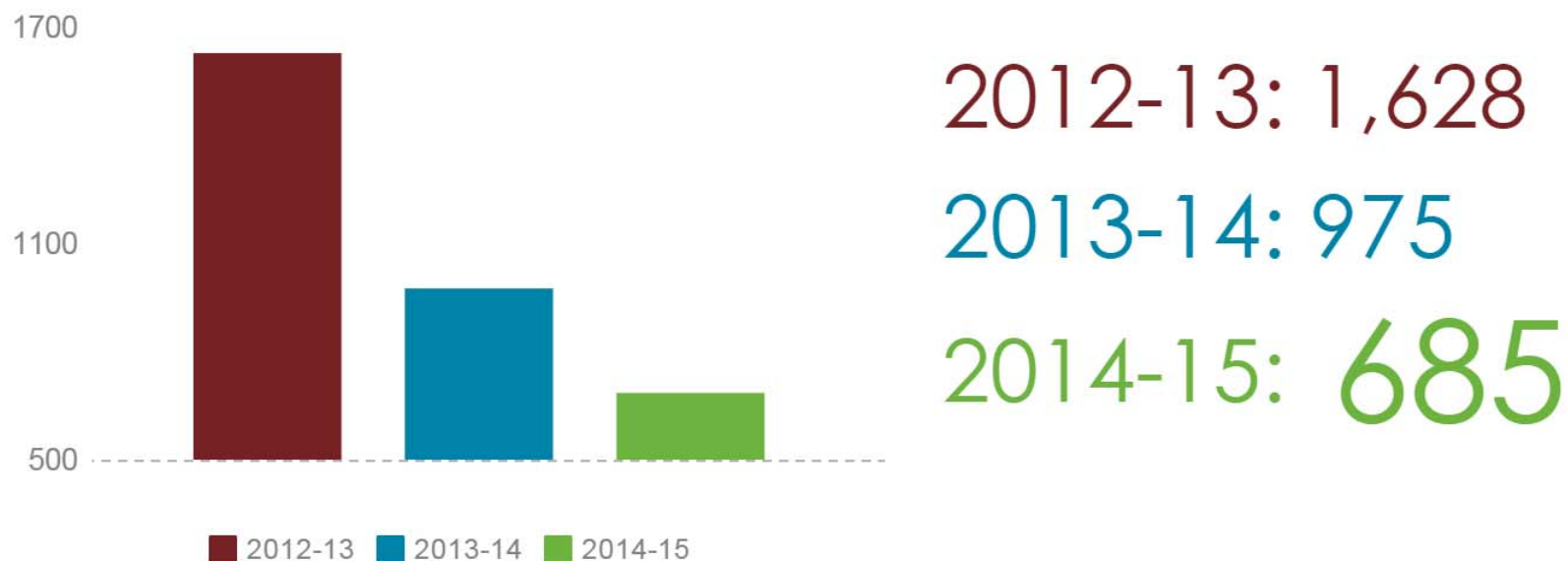


High school graduation rate



Zero Out-of-School Suspensions

(except when critical for student and staff safety)



Number of out-of-school suspensions & expulsions

Rigorous High School Courses

Course offerings at every high school campus



Language Arts

At least one AP course in junior year and one in senior year



Social Studies

At least one AP course in junior year and one in senior year



Math

Pre-calculus and calculus



Science

Chemistry and physics

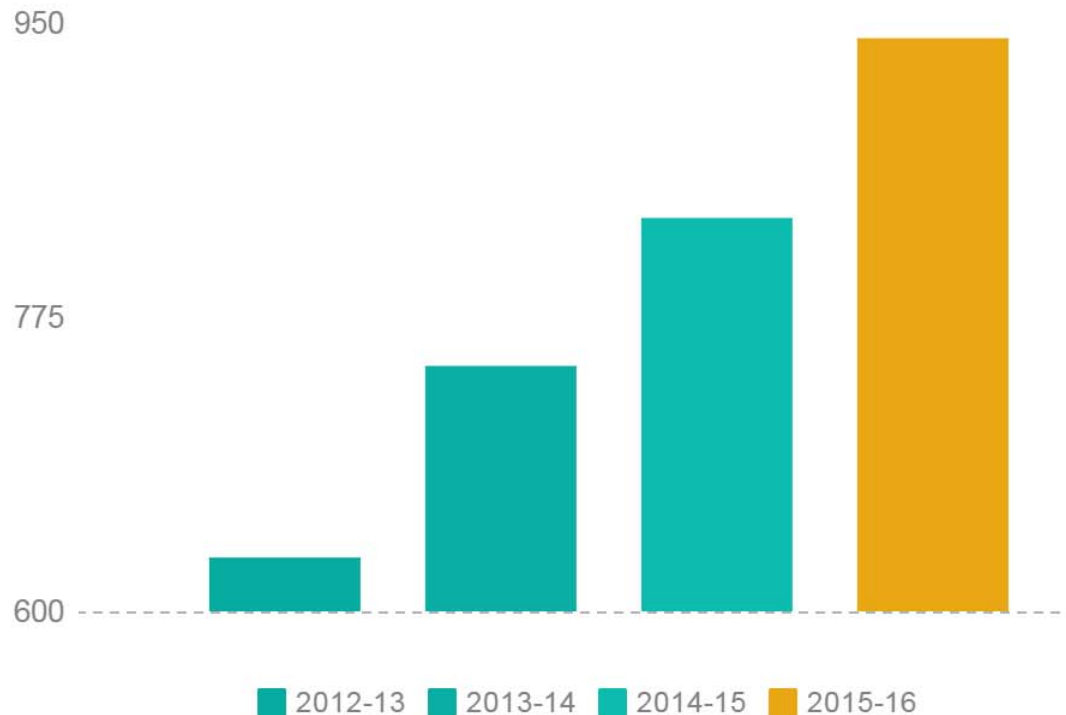


World Language

3rd and 4th year of a language

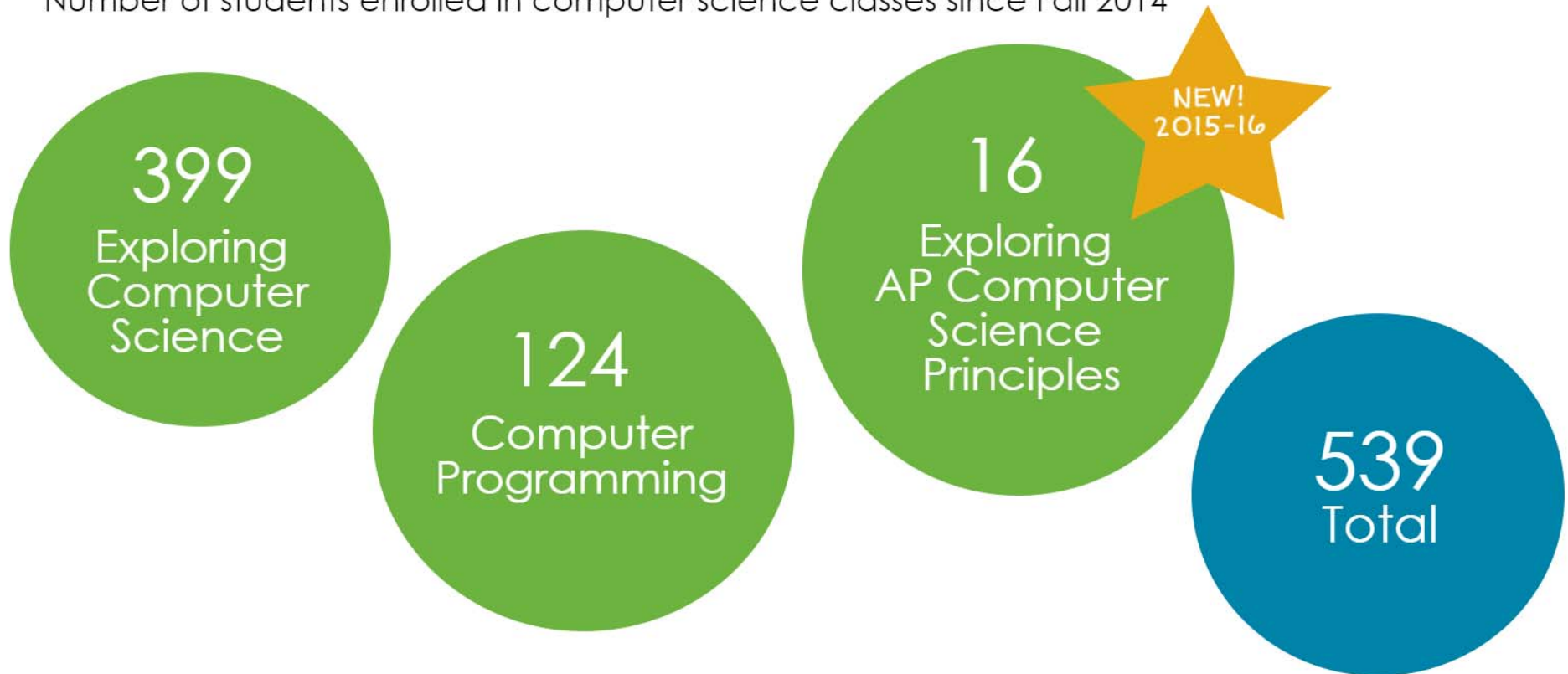
Advanced Placement Enrollment

Number of students enrolled in AP courses



Computer Science Enrollment

Number of students enrolled in computer science classes since Fall 2014



Workplace Experiences

Number of students participating in career-exploration trips, job shadows, informational interviews, mentorships, internships, and career-readiness events since Fall 2014

2,700+
career-
exploration trips

300+
job shadows,
informational
interviews &
mentorships

895+
internships

2,300+
career-
readiness
events

WE
 *are*
HIGHLINE



Highline College and the City of Des Moines



Des Moines is Home to Highline College

- First community college in King County
- Most diverse higher education institution in Washington
- Founding member of the Soundside Alliance
- Home to MaST



Highline College's Demographics 2014-15

- 16,917 students (2,348 from Des Moines)
- 1,250 Running Start students
- 761 International students
- More than 73% students of color
- More than 50% non-native English speaking students



College's Recent Recognitions

- *Chronicle of Higher Education*
“Great College to Work For”
- *Insight Into Diversity*
“Higher Education
Excellence in Diversity”
- AACCC 21st Century College Award for Excellence
in Diversity
- Tacoma World Trade Center Globe Award
Center of Excellence for Global
Trade and Supply Chain Management
- AANAPISI, ACHIEVE, TRIO, MESA grants
- Summit Public Diplomacy
- Working Families Success Network grant
- NSF grants for science education



Economic Development

- Small Business Development Center
- StartZone micro-enterprise support
- International students impact (\$12m)
- Cooperative Education & internships
- Workforce development
- Center of Excellence
- Clinical placements



New Programs

- Bachelor Degrees
 - Cyber Security
 - Trade and Logistics
 - Respiratory Care
 - Youth Development
- Urban Agriculture
- Human Resources
- Multimedia Design



Community Collaborations

- Youth summits
- Soccer diplomacy
- Des Moines Arts Commission
- Professional Technical Advisory Committees
- Des Moines Food Bank





Speaker Sign-Up Sheet

COMMENTS MUST BE LIMITED TO THE ITEMS OF BUSINESS ON THE STUDY
SESSION AGENDA PER COUNCIL RULE 10

[illegible]

SUPERINTENDENT ENTRY PLAN

*Dr. Tammy Campbell, Superintendent
Federal Way Public Schools*

July 2015-January 2016 (updated 28 October 2015)

$1 + 1 = 2$



LISTEN. LEARN. LEAD.

*Leading Federal Way Public Schools towards a
bright future for ALL students*



Federal Way
Public Schools

Introduction

The Federal Way Public School Board has charged me, as incoming superintendent, with improving student achievement for ALL students and making the school district systems and processes more effective and efficient.

LISTEN. LEARN. LEAD.

During the selection process, the Federal Way Public School Board of Directors communicated its priorities for the leadership qualities sought in a superintendent. Those qualities included a proven track record of instructional leadership, a vision for equity and access, an ability to plan for and ensure continuous improvement, and a commitment to engaging the broad and diverse stakeholders of the Federal Way Public Schools community so that student learning is enhanced.

Federal Way Public Schools (FWPS) is viewed across the state as an innovative and effective district. This proven track record of educational success for the students of FWPS highlights the opportunity the District has to be even better in the coming years.

The purpose of the entry plan is to create an intentional and inclusive process for my transition into FWPS. The process is designed to create ideas for sustaining (building on the good work that is currently happening) and strengthening FWPS' distinguished record of successes (looking to the future with improved structures and leadership).

This plan outlines the specific strategies that I will utilize to develop a deep understanding of what FWPS is doing well, what areas FWPS can improve, and how the community (both internal and external) can advise me in both of these areas.



***“Let us put
our minds
together
and see
what life
we can
make for
our
children.”***

***~Sitting
Bull***



**Federal Way
Public Schools**

Structures

To effectively ascertain what is working well in the District and where there might be opportunities for growth, transition activities are geared toward active listening and authentic engagement. The following activities are the core components of the plan:

LISTEN. LEARN. LEAD.

School visits

Meetings (group and one-on-one), and at least one retreat with the Board of Directors

Meetings (group and one-on-one) with key stakeholders: principals, community leaders, district leadership, union leadership, mayor, elected officials, and identified stakeholders

Community forums for parents, students, educators, and other community leaders

Data analysis and document review

Media engagement



**Federal Way
Public Schools**

Entry Plan Goal Areas

Goal 1: Continue to develop and strengthen the governance team Board-Superintendent relationship

Goal 2: Gain a deeper understanding of the organizational capacity and efforts in ensuring students are academically, emotionally, and socially successful: ready for post-secondary pursuits

Goal 3: Strengthen family and community engagement and enhance communication

Goal 4: Promote and ensure a positive, collaborative, and constructive climate focused on student outcomes

Goal 5: To identify and analyze the critical issues in FWPS that represent both barriers and opportunities for accelerating the performance of all students



LISTEN. LEARN. LEAD.



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Pre-Entry Activities (April-June 2015)	Progress
<i>Draft goal areas for entry activities</i>	
<i>Review critical documents such as student achievement data, survey results, contracts, organization charts, Board minutes, policies and procedures, operating budgets, results from audits for finance, special education, other grants, etc.</i>	
<i>Draft Entry Plan and share with Board of Directors for the purpose of feedback</i>	
<i>Meet with Board President and individual Board members to deepen relationships and broaden perspectives</i>	
<i>Create a transition plan with interim superintendent and get a list of all upcoming hiring for central office and building Administrators; proposed increases for 2015-16 budget; and a plan for ongoing communication</i>	
<i>Meet one-on-one with every Principal and central office Administrator</i>	
<i>Reach out and meet with former FWPS superintendents to gain a historical perspective</i>	
<i>Request job briefs from department heads (major responsibilities, projects, upcoming and long term work, accomplishments, names and roles for direct reports)</i>	
<i>Identify dates in April, May and June for orientation to FWPS</i>	
<i>Send a system email to Administrators, Principals and all staff introducing myself</i>	
<i>Strategically attend meetings (Board meetings, interviews, etc.)</i>	

Progress Key:

Not initiated

In progress

Complete

**Federal Way
Public Schools**

Goal 1: Continue to develop and strengthen the governance team/Board-Superintendent Relationship

Actions	Share entry plan for feedback suggestions and guidance	✓
	Engage in one-on-one meetings with Board members to deepen relationships, understand their aspirations for the district, strengthen dialogue and to strengthen our shared vision for the District	✓
	Establish a regular meeting time with the Board President and Vice President	✓
	Engage in first retreat/professional learning on Policy Governance	✓
	Partner with the Board President and Vice President to plan the first Board Retreat to gain clarity on communication protocols, roles and responsibilities, norms of behaviors and interaction, expectations for the first year, agenda setting, future retreat dates, and calendar professional learning opportunities for the Board-Superintendent Team	✓
	Develop and utilize appropriate communication protocols and expectations between the Board and the Superintendent	✓
	Establish a structure and/or expectations for responding to stakeholder concerns, comments and feedback	✓
	Outline plan and resources for creating a District Strategic Plan	✓
	Calendar Board/Superintendent school visits	■



Improving student achievement requires strong and effective leadership at the helm of every school district, with school directors working at the policy level, and district and school administrators working at the operational level. Together, school directors and administrators work as a governance-management team to ensure continuous improvement.

~WSSDA

Progress Key:



Not initiated



In progress



Complete



Federal Way
Public Schools

Goal 2: Gain a deeper understanding of the organizational capacity and efforts in ensuring students are academically, emotionally, and socially successful: ready for post-secondary pursuits

LISTEN. LEARN. LEAD.

Central Office	
Actions	
Meet with the FWPS instructional leadership team to discuss achievement data; instructional program alignment to standards; capacity of short- and long-term professional development plans to meet the training needs of principals, teachers, support staff, and central office staff; current goals; and priority action areas for the district	✓
Explore how FWPS monitors data to ensure all Pre/K-12 students are performing at or above grade level and are receiving appropriate, targeted interventions	✓
Meet with FWPS instructional technology team to assess level of instructional technology integration	→
Plan and facilitate multiple leadership retreats with the Leadership Team to develop trust by outlining norms, role clarity, responsibilities, expectations, Theory of Action, and systems for mutual accountability	✓
Conduct one-on-one interviews and review resumes of all direct reports	✓
Meet individually with leads of the major departments (Business Services/Finance, Human Resources, Teaching for Learning, Facilities, Student Support Services, Transportation, and Security/Safety) to be briefed on their current areas of responsibility, major initiatives under way with projected timelines, and major decisions that need to be made in one month, three months, six months	✓
Ride a school bus route	✓

Building Based	
Actions	
Site visits at all schools/programs: Conduct individual meetings with all principals and with school teams (staff, students, families) to obtain perspectives on the District's/school's strengths and opportunities for growth	→
Evaluate the performance of all schools, their initiatives for improvement, and data to determine progress	→
Host regional "listening and learning" forums for all staff to attend	→
Host focus groups for current and former FWPS students	→

Association Partnerships	
Actions	
Meet with union/association leadership to understand structure, deepen instructional focus, content and working relationships (Certificated, Classified, Principals, etc.)	→
Conduct meetings/focus groups with all educator professional groups, including support staff to listen and learn	→
Meet with all Principals to develop relationships and hear hopes and fears	→

"Many a man would rather you heard his story than granted his request." ~ Phillip Stanhope

Progress Key:



Not initiated



In progress



Complete



Federal Way
Public Schools

Goal 3: Strengthen family and community engagement and enhance communication

Actions	Attend pre-existing meeting structures to engage the community (Key Communicators, PTSA Council, and others)	➡
	Meet with key community leaders, including those from local service organizations and businesses, faith-based organizations, Kiwanis and the area Chambers of Commerce. Arrange meetings within the first 60 days	✓
	Do a ride along with the police chief; ride a school bus route	✓
	Meet with the local newspaper to develop a relationship that showcases the strengths of FWPS and write an editorial article highlighting FWPS' assets for the Federal Way Mirror on a quarterly basis	✓
	Arrange to meet the mayor and the city council, and state legislators	✓
	Establish a principal advisory group to begin ongoing dialogue/feedback about our continuous improvement efforts between the Superintendent and Principals	✓
	Engage in nontraditional outreach to parents and community; develop a system for ongoing outreach via monthly meetings	➡
	Join Rotary, Federal Way Chamber of Commerce, and other civic organizations	✓
	Begin planning for the creation of a 5-year Strategic Plan that includes community leaders and represents the broad diversity of FWPS	➡
	Conduct a review of the Communication Department processes, practices, structures, and outreach to the entire community	■

Progress Key:



Not initiated



In progress



Complete



Federal Way
Public Schools

Goal 4: Promote and ensure a positive, collaborative, and constructive climate focused on student outcomes

Actions	Commitments	
	Be a good listener...a really good listener	
	Nurture a culture of feedback and honest communication about progress towards goals (what is working, what is not working)	
	Affirm and celebrate the strengths and assets of the District	
	Develop a system for showcasing students, staff and school successes (newsletters clippings to students, Board meetings, etc.)	➡
	Calendar superintendent school visits for the 2015-16 school year	✓
	Systematize structures for celebrations of students, staff, and community	✓
	Use data (quantitative and qualitative) to inform the understanding of the current reality, what is working, and what is not working	✓
	Superintendent Newsletter (The Same Page)	✓

Good Teams become great ones, when the members trust each other enough to surrender the me for the we.

- Phil Jackson

Progress Key:



Not initiated



In progress



Complete



Federal Way
Public Schools

LISTEN. LEARN. LEAD.

Goal 5: To identify and analyze the critical issues in FWPS that represent both barriers and opportunities for accelerating the performance of all students

LISTEN. LEARN. LEAD.

Actions	Meet with Leadership Team members to review upcoming key requests for Board approvals, reports, and presentations scheduled for their departments	✓
	Review department project plans to understand how the Superintendent can sponsor the efforts	✓
	Analyze the fiscal year 2015 -16 budget	✓
	Review all state and federal grants to evaluate their purpose, timelines, and plans for sustainability	✓
	Evaluate dropout/completion by school	✓
	Evaluate the number of students in danger of not graduating and assess interventions that have been provided to assist these students	→
	Review any pending legal matters with school counsel	✓



Progress Key:



Not initiated



In progress



Complete



**Federal Way
Public Schools**



COMMUNITY FORUMS

*"To accomplish
great things, we must
not only act, but also
dream; not only plan,
but also believe."*

—Anatole France



**Federal
Way
Public
Schools**

Our Strategic Planning Initiative will create a roadmap toward a future vision for enhancing student achievement and success in the coming years.

Your Child's Future: How Big Can You Dream?

What should our schools do and be for all of our children? Tell us your hopes and dreams for your child's academic learning.

Diverse Voices & Perspectives

One of the most important components of the strategic planning initiative is student, parents and community involvement. **Please attend one of these five community forums around the district.**

Light meal will be provided.
Childcare available upon request.
Call Jazzminn Haughton at 253-945-2142.
Transportation available.
Shuttle information at www.fwps.org
Interpreters will be provided.

**January 14, 2016
5:30–7:30 p.m.**

Sacajawea Middle School Library
1101 South Dash Point Road
Federal Way

**January 25, 2016
5:30–7:30 p.m.**

King County Regional Library
34200 1st Way South
Federal Way

**February 8, 2016
5:30–7:30 p.m.**

Lakota Middle School Commons
1415 SW 314th Street
Federal Way

**February 29, 2016
5:30–7:30 p.m.**

Thomas Jefferson High School Library
4248 S. 288th Street
Auburn

**March 1, 2016
5:30–7:30 p.m.**

Kilo Middle School Library
4400 South 308th Street
Auburn

COMMUNITY FORUMS COMING

What should our schools do and be for all of our children? Tell us your hopes and dreams for your child's academic learning.

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January 14, 2016 | 5:30 – 7:30 p.m.

Sacajawea Middle School Library
1101 South Dash Point Road, Federal Way

January 25, 2016 | 5:30 – 7:30 p.m.

King County Regional Library
34200 1st Way South, Federal Way

February 8, 2016 | 5:30 – 7:30 p.m.

Lakota Middle School Commons
1415 SW 314th Street, Federal Way

February 29, 2016 | 5:30 – 7:30 p.m.

Thomas Jefferson High School Library
4248 S. 288th Street, Auburn

March 1, 2016 | 5:30 – 7:30 p.m.

Kilo Middle School Library
4400 South 308th Street, Auburn

Light meal provided.

*Childcare provided upon request;
shuttle transportation available.
Call Jazzminn Haughton at 253-945-2142.*

Interpreters will be provided. (Spanish, Russian, Korean at all sites; Somali and Arabic interpreters will also be available at Thomas Jefferson only).

World language storytime will be provided at some forums by the King County Library System.

BIG dreams FOR OUR CHILDREN'S FUTURES

Information gathering first step in strategic planning

Federal Way Public Schools has embarked on a Strategic Planning Initiative to develop the vision and direction for enhancing student achievement and success in the coming years.

"One of the most important components of the strategic planning process is to involve students, parents and community in defining what our schools should do and be for all of our community's children," said Superintendent Dr. Tammy Campbell. "Our goal is to bring together diverse voices and perspectives."

A core planning team consisting of 100 members, representative of all Federal Way stakeholders, will lead the strategic planning process. In addition, this initiative will include an alignment team and an instructional focus team.

In developing our plan, the district will use an approach that is inclusive, intentional and values all voices. The input of the broader community has been built in throughout the process.

This fall, the greater Federal Way Public Schools community—parents, staff, students and community members—were invited to share their best thinking through an online survey.

The results of this survey will be used to inform the work of the Core Strategic Planning team.

Read more about the strategic planning process on our website at www.fwps.org/strategic-plan/.

"The strategic plan will be our roadmap toward a future vision and provides unity, clarity and direction to the important work of the district."

**SUPERINTENDENT
DR. TAMMY
CAMPBELL**



The Strategic Core Planning Team met on November 2 and 3, beginning the work of outlining a roadmap for improvement to provide clarity, unity and direction to the strategic planning process. Superintendent Dr. Tammy Campbell believes this work will lead to a bright future for each one of our student-scholars.





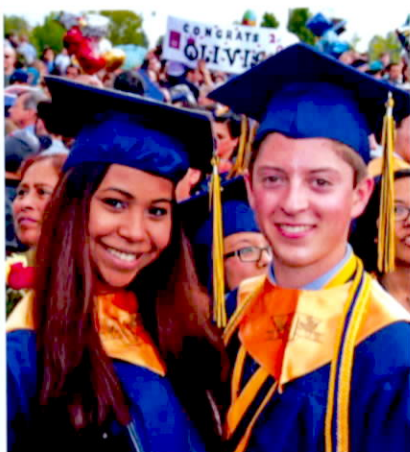
DR. TAMMY
CAMPBELL,
SUPERINTENDENT

Dream Team for Student Success

OPENING DAY STAFF KICK-OFF

.....

9 A.M. | SEPTEMBER 1, 2015



*"This is the value of the teacher,
who looks at a face and says there's something
behind that and I want to reach that person,
I want to influence that person,
I want to encourage that person, I want to enrich,
I want to call out that person who is behind
that face, behind that color, behind that language,
behind that tradition, behind that culture.
I believe you can do it. I know what was done for me."*

MAYA ANGELOU



Federal
Way
Public
Schools



*"Many a man would rather
you heard his story than
grant his request."*

PHILLIP STANHOPE

GOAL 4

Promote and ensure a positive, collaborative, and constructive climate focused on student outcomes

COMMITMENTS

- Be a good listener...a really good listener
- Nurture a culture of feedback and honest communication about progress towards goals (what is working, what is not working)
- Affirm and celebrate the strengths and assets of the District

ACTIONS

- Develop a system for showcasing students, staff and school successes (newsletters, clippings to students, Board meetings, etc.)
- Calendar superintendent school visits for the 2015-16 school year
- Systematize structures for celebrations of students, staff, and community
- Use data (quantitative and qualitative) to inform the understanding of the current reality, what is working, and what is not working
- Superintendent Newsletter (The Same Page)

GOAL 5

Identify and analyze the critical issues in FWPS that represent both barriers and opportunities for accelerating the performance of all students

ACTIONS

- Meet with Leadership Team members to review upcoming key requests for Board approvals, reports, and presentations scheduled for their departments
- Review department project plans to understand how the Superintendent can sponsor the efforts
- Analyze the fiscal year 2015-16 budget
- Review all state and federal grants to evaluate their purpose, timelines, and plans for sustainability
- Evaluate dropout/completion by school
- Evaluate the number of students in danger of not graduating and assess interventions that have been provided to assist these students
- Review any pending legal matters with school counsel

GOAL 3

Strengthen family and community engagement and enhance communication

ACTIONS

- Attend pre-existing meeting structures to engage the community (Key Communicators, PTSA Council, and others)

- Meet with key community leaders, including those from local service organizations and businesses, faith-based organizations, Kiwanis and the area Chambers of Commerce.
- Arrange meetings within the first 60 days of school along with the police chief; ride a school bus route
- Meet with the local newspaper to develop a relationship that showcases the strengths of FWPS and write an editorial article highlighting FWPS' assets for the Federal Way

- Arrange to meet the mayor and the city council, and state legislators
- Establish a principal advisory group to begin ongoing dialogue/feedback about our continuous improvement efforts between the Superintendent and Principals
- Engage in nontraditional outreach to parents and community; develop a system for ongoing outreach via monthly meetings

- Join Rotary, Federal Way Chamber of Commerce, and other civic organizations
- Begin planning for the creation of a 5-year Strategic Plan that includes community leaders and represents the broad diversity of FWPS
- Conduct a review of the Communication Department processes, practices, structures, and outreach to the entire community



GOAL 2

Gain a deeper understanding of the organizational capacity and efforts in ensuring students are academically, emotionally, and socially successful; ready for post-secondary pursuits

ACTIONS/CENTRAL OFFICE

- Meet with the FWPS instructional leadership team to discuss achievement data; instructional program alignment to standards; capacity of short- and long-term professional development plans to meet the training needs of principals, teachers, support staff, and central office staff; current goals; and priority action areas for the district

- Explore how FWPS monitors data to ensure all Pre/K-12 students are performing at or above grade level and are receiving appropriate, targeted interventions
- Meet with FWPS instructional technology team to assess level of instructional technology integration

- Plan and facilitate multiple leadership retreats with the Leadership Team to develop trust by outlining norms, role clarity, responsibilities, expectations, Theory of Action, and systems for mutual accountability
- Conduct one-on-one interviews and review resumes of all direct reports

- Meet individually with leads of the major departments (Business Services/Finance, Human Resources, Teaching for Learning, Facilities, Student Support Services, Transportation, and Security/Safety) to be briefed on their current areas of responsibility, major initiatives under way with projected timelines, and major decisions that need to be made in one month, three months, six months
- Ride a school bus route

ACTIONS/BUILDING BASED

- Site visits at all schools/programs: Conduct individual meetings with all principals and with school teams (staff, students, families) to obtain perspectives on the District/school's strengths and opportunities for growth
- Evaluate the performance of all schools, their initiatives for improvement, and data to determine progress
- Host regional "listening and learning" forums for all staff to attend
- Host focus groups for current and former FWPS students

ACTIONS/ASSOCIATION PARTNERSHIPS

- Meet with union/association leadership to understand structure, deepen instructional focus, content and working relationships (Certificated, Classified, Principals, etc.)
- Conduct meetings/focus groups with all educator professional groups, including support staff to listen and learn
- Meet with all Principals to develop relationships and hear hopes and fears



Central Washington University | 2015-2016

CWU-Des Moines

DATE: 12/3/2015

Regional Director: Lucas Rucks

206-439-3800 ext 3866

rucksl@cwu.edu

Fall 2015 Quick Facts

- 630 Students
- 510 FTE
- 110 Students enrolling in January
- 35 Faculty, 10 Student Services Staff, 3 Support Staff

CWU's Model

- 2+2; Dual Admission
- University Centers: Des Moines, Lynnwood, Pierce County, Everett, Moses lake, Wenatchee, & Yakima
- Teaching Sites: Walla Walla, Renton Tech, Grays Harbor

Recruitment

Most transfer students from Highline, South Seattle, Seattle Central, Green River, Renton Tech, Bellevue, Tacoma, and Pierce-Puyallup Colleges

Programs Available

Degrees	Minors
BS Accounting	Sport Business Minor
BS Business Administration	Business Administration
BAEd Early Childhood Education/Elementary Education	Cybersecurity
BAEd Elementary Education/Middle Level Math	Management
BAEd Elementary Education/TESL	IT
BS Interdisciplinary Studies - Social Sciences	Sociology
BAS IT & Administrative Management	Industrial Technology
BA Law and Justice	Law and Justice
BA Psychology	Psychology
MEd Master Teacher	Economics
MPA Professional Accountancy	
MEd School Administration	
MS Law and Justice	

Challenges

- State Funding, RCM, Brand Awareness

Opportunities

- New Programs, CE, Short-term Certificates, Improved Communication, Community Resource Center

Central Washington University has **seven campus locations** in addition to the residential campus in Ellensburg. They offer upper-division (300-400 level) courses in selected degree areas and are designed for students who have completed their Direct Transfer Agreement (DTA) associate degrees or the CWU General Education Requirements. Prior to applying, contact the CWU campus that you wish to attend and review the pre-admission requirements. Programs are subject to change.

Teaching Site Programs

Grays Harbor College
Law and Justice - BA

Peninsula College
Interdisciplinary Studies - BA/BS

Lake Washington Institute of Technology
Information Technology and Administrative Management - BAS

CWU-Des Moines

206-439-3800
cwu.edu/desmoines
2400 South 240th St.
Des Moines, WA 98198-1007
Co-located at: Highline Community College, Higher Education Center
E-mail: cwu_desmoines@cwu.edu

Bachelor's Degree Programs

Accounting - BS
Business Administration - BS

Specializations in:

Finance
Human Resource Management
Leadership and Management
Marketing Management
Supply Chain Management
Early Childhood Education/Elementary Education (double major) - BAEd
Elementary Education/Middle Level Math - BAEd
Elementary Education/TESL - BAEd
Electronics Engineering Technology - BS
Information Technology and Administrative Management - BAS
Specializations in:
Administrative Management
Cybersecurity
Information Technology
Interdisciplinary Studies - Social Sciences - BS
Law and Justice - BA
Psychology - BA

Master's Degree Programs

Law and Justice - MS
Master Teacher - MEd
Professional Accountancy - MPA
School Administration - MEd

Minors

Business Administration
Economics
Law and Justice
Psychology
Sociology
Sport Business

Certifications

Principal Certification
Supply Chain Management

CWU-Everett

425-259-8602
cwu.edu/everett
3201 Smith Ave, Suite 200
Everett, WA 98201
Co-located at: Everett Community College, Everett Station

Bachelor's Degree Programs

Information Technology and Administrative Management - BAS
Interdisciplinary Studies - Social Sciences - BS

CWU-Lynnwood

425-640-1574
cwu.edu/lynnwood
20000 68th Avenue West
Lynnwood, WA 98036-5999
Co-located at: Edmonds Community College, Snoqualmie Hall
E-mail: cwu_lynnwood@cwu.edu

Bachelor's Degree Programs

Accounting - BS
Business Administration - BS
Specialization in:
Marketing Management
English: Professional and Creative Writing - BS
Information Technology and Administrative Management - BAS
Interdisciplinary Studies - Social Sciences - BS
Law and Justice - BA

Master's Degree Programs

Professional Accountancy - MPA

Minors

Accounting
Business Administration
Economics
Law and Justice
Psychology
Sociology
Sport Business

Certifications

Supply Chain Management



With locations across Washington state, Central enables students to earn their bachelor's degree in their own community.

CWU-DES MOINES

A University in Your Community

Located at Highline Community College

Higher Education Center

2400 S 240th Street, Des Moines, WA

Call 206-439-3800 or visit us online at www.cwu.edu/des-moines



PROGRAM AND COURSE OFFERINGS

Visit CWU-Des Moines to learn about preadmission and application requirements specific to each program and to find out if you are eligible for Dual Admission.

BS Accounting and BS Business Administration

The accounting department prepares students for a wide range of careers within the accounting profession. The business administration program builds a strong foundation of knowledge and skills, focusing on the practical application of theory. The curriculum for both programs is delivered mainly by full-time faculty, most of whom have industry experience. Visit the CWU-Des Moines office to learn about the courses that will apply to your Direct Transfer Agreement (DTA) while satisfying the preadmission requirements to the Accounting or Business Administration programs.

BAEd Early Childhood Education/Elementary Education

This is a double major program offered by CWU-Des Moines. It is widely respected by school districts in King and Pierce counties. Students can expect placements in schools that are on the cutting edge of innovation and best practices in early childhood and elementary education.

BS Electronics Engineering Technology

The EET program at CWU-Des Moines offers two specializations: Electronic Systems, for students interested in power systems, process control, and other electronics related fields; and Computer Engineering Technology, for students interested in embedded controllers, microprocessors, computer programming, and related electronic or computer related fields.

BAS Information Technology and Administrative Management

The BAS-ITAM program is a dynamic program that provides the opportunity for students who have achieved an applied or technical associate's degree to earn their bachelor's degree in a timely manner. There are two specializations within the ITAM program at the Des Moines Center. The IT specialization requires an IT-related associate's degree, while the ADMG specialization provides students with any applied or technical associate's degree the ability to earn their four-year degree. Both specializations provide upper-division course work in preparation for a leadership or management position. This program is designed to meet the need of working professionals, offering classes in the evening and online.

BS Interdisciplinary Studies - Social Sciences

CWU's Interdisciplinary Studies - Social Sciences program is for students who are interested in broader options in course selection than are possible within a traditional departmental major and who want to specialize their course of study according to individual interests and professional/educational aspirations. This program offers courses in a traditional classroom setting and online.

BA Law and Justice

The Law and Justice Program is designed to prepare students for professional employment in the criminal justice field and/or entry into graduate or law school. The curriculum is designed to provide a broadly based foundation in law and justice from a social science and liberal arts perspective. Students must complete one year college/university study or two years high school study of a single foreign language. This program offers courses in a traditional classroom setting and online.

BA Psychology

The psychology major is intended for students who wish a liberal arts background in behavioral science or who intend to pursue graduate study in psychology. Students may choose either a 45-credit major or a 60-credit major. Those who have a second major or who have a minor in a related discipline may opt for the 45-credit major, which is available entirely online. Students must complete one year college/university study or two years high school study of a single foreign language. This program offers courses in a traditional classroom setting and online.

BA Sociology

The online sociology major is intended for students who wish to study social life, social change, and the social cause and consequence of human behavior. Sociologists investigate the structure of groups, organizations, and societies, and how people interact within these contexts. Because this is a 45-credit major, student must complete either a traditional departmental minor or a second major. Students must complete one year college/university study or two years high school study of a single foreign language.