



Medical Lake
School District

Medical Lake School District #326, WA

Board Work Session ~ School Improvement Plans

Date and Time

Tuesday October 21, 2025 at 6:00 PM PDT

Location

Medical Lake Middle School Library

Agenda

	Purpose	Presenter	Time
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I. Opening Items			6:00 PM
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- A. Record Attendance
- B. Call the Meeting to Order

II. Presentation of School Improvement Plans			
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|---------------------------------------|---------|
| A. Medical Lake High School | Discuss |
| B. Medical Lake Middle School | Discuss |
| C. Hallett Elementary School | Discuss |
| D. Michael Anderson Elementary School | Discuss |

III. Presentation of the Medical Lake School Board Operating Principles and State of the District			
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	Purpose	Presenter	Time
A. State of the District	Discuss		
B. Board Operating Principles	Discuss		

IV. Communications with Staff, Guests, and District Residents

Anyone wishing to speak to something other than a “What’s Right” or an “Individual Action Item” will be given the opportunity to speak. Public comment period is not a time for dialogue between the board and the public. The board will not respond to the public. The board will not respond to statements, questions, or challenges made during public comment period and there will be no back-and-forth dialogue. Please know that the board’s silence is neutral. It is neither a signal of agreement nor disagreement with the speaker’s remarks.

V. Closing Items

A. Adjourn Meeting	FYI
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Coversheet

Medical Lake High School

Section:	II. Presentation of School Improvement Plans
Item:	A. Medical Lake High School
Purpose:	Discuss
Submitted by:	
Related Material:	MLHS 2025-26_SIP Presentation.pdf

Medical Lake High School

Medical Lake School District

Every Student, Every Day
School Improvement Plan 2025-26
October 21, 2025



Comprehensive Needs Assessment

— — —

2024-2025 Spring SBA Math & ELA Scores

2025-2026 Fall Map Scores (Alg 1, Reading 9 & 10)

2023-2024 and 2024-2025 Center for Educational Excellence Toolkit

2025-2026 BESS

Homeroom



Comprehensive Needs Assessment

— — —

SIP Goal #1 Academic

SIP Goal #2 Belonging

SIP Goal #3 Attendance

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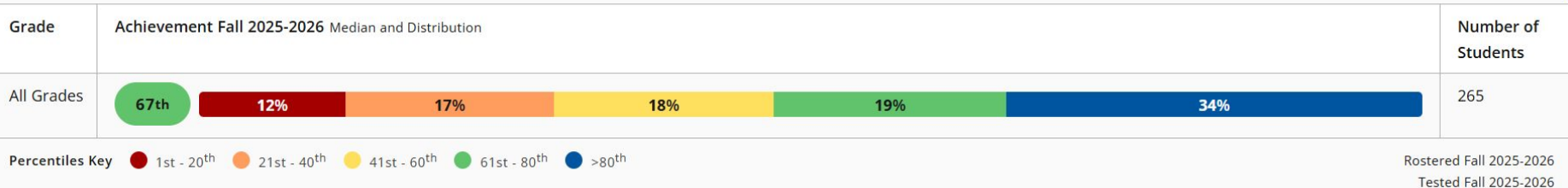
6 of 64

Comprehensive Needs Assessment - Academic

School Profile

Achievement Overview

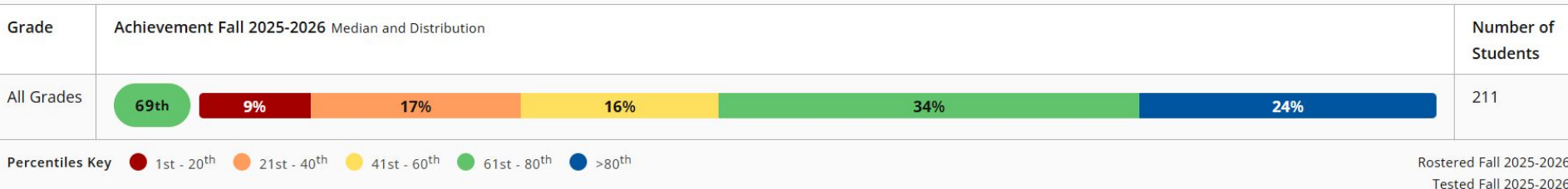
MEDICAL LAKE HIGH SCHOOL | Algebra 1



School Profile

Achievement Overview

MEDICAL LAKE HIGH SCHOOL | Reading



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School Improvement Plan Goal #1 - Academic

Focus on personalized instruction that is engaging, challenging, and relevant.

By June 2026, among 9th- and 10th-grade students currently performing within the 21st–40th percentile on the MAP Growth Assessment in ELA (n=35) and Math (n=44), at least 63% of ELA students and 67% of Math students will demonstrate growth into the 41st–60th percentile range as measured by spring MAP data. The identified students currently perform primarily within the 30th–40th percentile range.



School Improvement Plan

Goal #1 - Academic

Action Steps	Who Owns It	Evidence / Checkpoint
1. Identify and track target students. Create a shared list of the 79 identified students, disaggregated by grade, teacher, and subgroup.	Math & ELA Teachers Admin creates the form	Shared spreadsheet updated and reviewed by Oct 24
2. Analyze RIT bands and focus areas. Using fall MAP scores, ELA and Math teachers will: - Review RIT bands for each class and identify students performing in the 21st–40th percentile range. - For each identified student, open the student's MAP profile to review suggested areas of focus in the Instructional Area Key. - Identify the essential standards most in need of support based on these focus areas. - Develop classroom-based assessments aligned to those essential standards to monitor progress and guide instruction.	Teachers	Completed RIT analysis sheets and aligned assessments by Oct 31



School Improvement Plan Goal #1 - Academic

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Evidence of Progress (Cycle 1 Review) - December 17 Department Lead collaboration:

- Compare pre- and mid-cycle common assessment data for the 79 target students.
- Review non-ELA and Math lesson artifacts for literacy/numeracy integration.
- Gather brief teacher reflections: “What’s working to help our middle achievers move?”
- Identify next 45-day focus (Cycle 2), Mid-December 2025–February 2026.



School Improvement Plan Goal #1 - Academic

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- *Are there other departments that can join in this work in their classrooms?
- *How do we want to track CFA data?
- *How can admin support?
- *How will non-ELA and Math teachers support the goal?



Comprehensive Needs Assessment - Belonging

Medical Lake High School Medical Lake School District		2024	2025
Staff	CIA — I understand instructional strategies to support social emotional learning objectives	57%	54%
	CSF — Staff I work with take responsibility for ensuring each student learns in our school	86%	84%
	FPD — I receive training on instruction to support social emotional learning	29%	26%
	MTL — I incorporate social emotional instruction into my daily instructional delivery	35%	50%
	SLE — Staff at this school value and respect all students	79%	94%
	SLE — Students believe the adults in this school genuinely care about them	76%	82%
	SLE — The development of students' social emotional learning enhances the learning environment in our classrooms	68%	77%
	SLE — This school has effective equity practices for all	64%	64%
Student	BELONG — I feel good about my cultural or ethnic background	87%	78%
	BELONG — There's at least one adult in this school I can talk to if I have a problem	81%	76%
	CSF — My teacher(s) believe student learning is important	93%	87%
	EL — If I want to talk with my teacher(s), they are available to me	81%	73%
	IS — Adults in this school help me plan and set goals for my future	69%	60%
	IS — Students are involved in solving problems in this school	64%	49%
	SLE — I enjoy coming to this school	51%	39%
	SLE — I feel safe at this school	66%	60%
	SLE — In this school, there is at least one adult who knows and cares about me	88%	83%
	SLE — This school has effective equity practices for all	77%	60%

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School Improvement Plan Goal #2 - Belonging

Foster a safe and supportive learning environment through a culture of belonging.

By March 2026, increase the percentage of students who report that they enjoy coming to school from 39% (2024-2025) to at least 55% (up from 51% 2023-2024), as measured by the annual Center for Educational Effectiveness survey.



School Improvement Plan Goal #2 - Belonging

45-Day Plan (Cycle 1) - Focus Period: October 20 – December 17, 2025

Action Step	Who Owns It	Evidence / Checkpoint
1. Launch student voice focus groups. Host 3–4 small-group discussions with a diverse cross-section of students to identify barriers and bright spots for belonging. This will help determine action steps	Admin	Notes and summary themes shared with staff by Nov 4 th
2. Based on student feedback from focus groups, develop schoolwide action steps.	Dept. Leads	Student responses from focus groups



School Improvement Plan Goal #2 - Belonging

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Evidence of Progress (Cycle 1 Review) - December 17 Department Lead collaboration:

- Review student focus group findings and pulse survey data.
- Review the action step(s) that were developed on Nov. 4.
- Identify next 45-day focus (Cycle 2), Mid-December 2025–February 2026.



Comprehensive Needs Assessment - Attendance

Current Year Tiered Attendance

Indicator Status	Student Count	
 Tier I - Good Attendance (0-5% Absence)	196	37.84%
 Tier I - Warning Absence (5-10% Absence)	119	22.97%
 Tier II - Chronic Absence (10-20% Absence)	96	18.53%
 Tier III - Extreme Chronic Absence (20%+ Absence)	107	20.66%

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School Improvement Plan Goal #3 - Attendance

Promote hope and a vision for the future from early learning through post-secondary.

By June 2026, at least 48% of students currently classified as chronically absent (those in the 10–20% absence tier) will improve their attendance to move into the 5–10% absence tier, as measured by school attendance records.



School Improvement Plan

Goal #3 - Attendance

Action Step	Who Owns It	Evidence / Checkpoint
1. Implement tiered attendance interventions. Provide targeted support (check-ins, attendance trackers) for students with 10–20% absences.	Admin & Counseling Team	Weekly intervention tracker updates
2. Monitor and review data weekly. The leadership team reviews attendance trends, identifies patterns, and adjusts support.	Ms. McGirk & Attendance Secretary	Weekly dashboard shared at Monday SST/Attendance Meetings
3. Provide staff updates and highlight success stories. Share short data snapshots and “attendance wins” in weekly staff & family newsletter.	Dr. Vincent	Newsletters
4. Communicate with families when patterns emerge (Nov conferences)	Teachers	Tracking sheet provided by admin
5. Offer encouragement, highlighting progress through positive reinforcement. Instead of “Where have you been?” Say, “I’m glad you’re here.”	Teachers	



School Improvement Plan Goal #3 - Attendance

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Evidence of Progress (Cycle 1 Review) - December 17 Department Lead collaboration:

- Review pre- and mid-cycle attendance data for the identified students.
- Identify next 45-day focus (Cycle 2), Next Cycle Preview mid-December–February 2026



Coversheet

Medical Lake Middle School

Section:	II. Presentation of School Improvement Plans
Item:	B. Medical Lake Middle School
Purpose:	Discuss
Submitted by:	
Related Material:	MLMS 2025-26_SIP Presentation.pdf

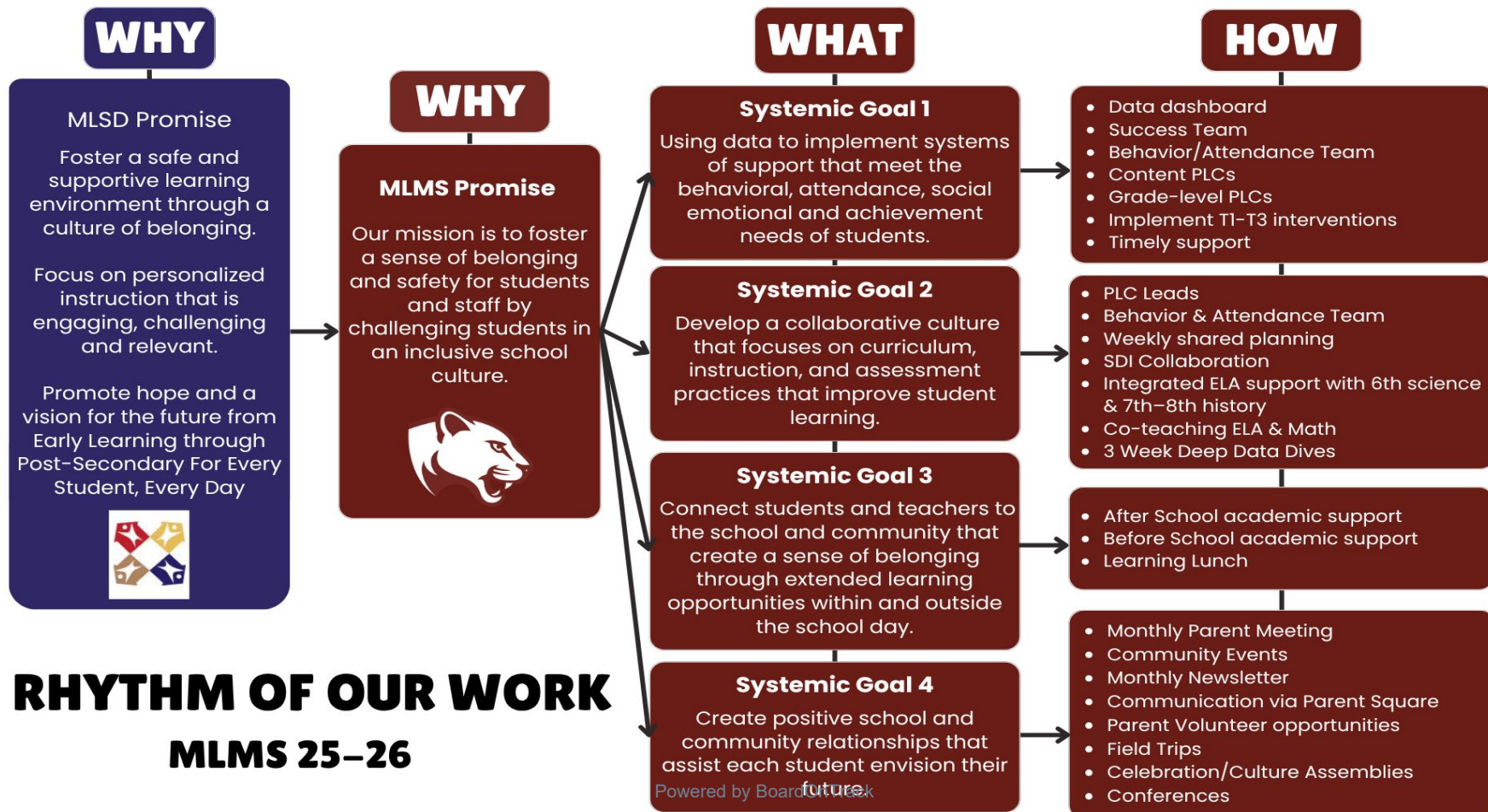
Medical Lake Middle School

Medical Lake School District

Every Student, Every Day
School Improvement Plan SY 2025-26
October 21, 2025



School's Mission & Vision



Comprehensive Needs Assessment Summary

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Strengths & Celebrations	Priorities for Improvement
• Strong, Collaborative, and trusting staff culture • Strong staff commitment to curriculum, instruction, and assessment • Students perceive high expectations and belief from teachers	• Build a culture of respect • Narrow achievement gaps between IEP and non-IEP students • Improve academic interventions and response time

School Improvement Goal #1

WHY

MLSD Promise

Foster a safe and supportive learning environment through a culture of belonging.

Focus on personalized instruction that is engaging, challenging and relevant.

Promote hope and a vision for the future from Early Learning through Post-Secondary For Every Student, Every Day



WHY

MLMS Promise

Our mission is to foster a sense of belonging and safety for students and staff by challenging students in an inclusive school culture.



WHAT

Systemic Goal 1

Using data to implement systems of support that meet the behavioral, attendance, social emotional and achievement needs of students.

HOW

- Data dashboard
- Success Team
- Behavior/Attendance Team
- Content PLCs
- Grade-level PLCs
- Implement T1-T3 interventions
- Timely support

School Improvement Goal #1

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- **Intended Impact**

- MLMS will have a data-driven system of supports where behavior, attendance, social-emotional learning (SEL), and achievement needs are addressed in real time.
- This system will result in measurable improvements in student outcomes, including: Reduced discipline referrals through consistent Tier 1-3 supports, Increased student attendance and engagement, growth in the percentage of students meeting or exceeding grade-level standards and improved SEL survey scores reflecting student growth in belonging, resilience, and well-being.

Every Student. Every Day

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School Improvement Goal #2

WHY

MLSD Promise

Foster a safe and supportive learning environment through a culture of belonging.

Focus on personalized instruction that is engaging, challenging and relevant.

Promote hope and a vision for the future from Early Learning through Post-Secondary For Every Student, Every Day



WHY

MLMS Promise

Our mission is to foster a sense of belonging and safety for students and staff by challenging students in an inclusive school culture.



WHAT

Systemic Goal 2

Develop a collaborative culture that focuses on curriculum, instruction, and assessment practices that improve student learning.

HOW

- PLC Leads
- Behavior & Attendance Team
- Weekly shared planning
- SDI Collaboration
- Integrated ELA support with 6th science & 7th–8th history
- Co-teaching ELA & Math
- 3 Week Deep Data Dives

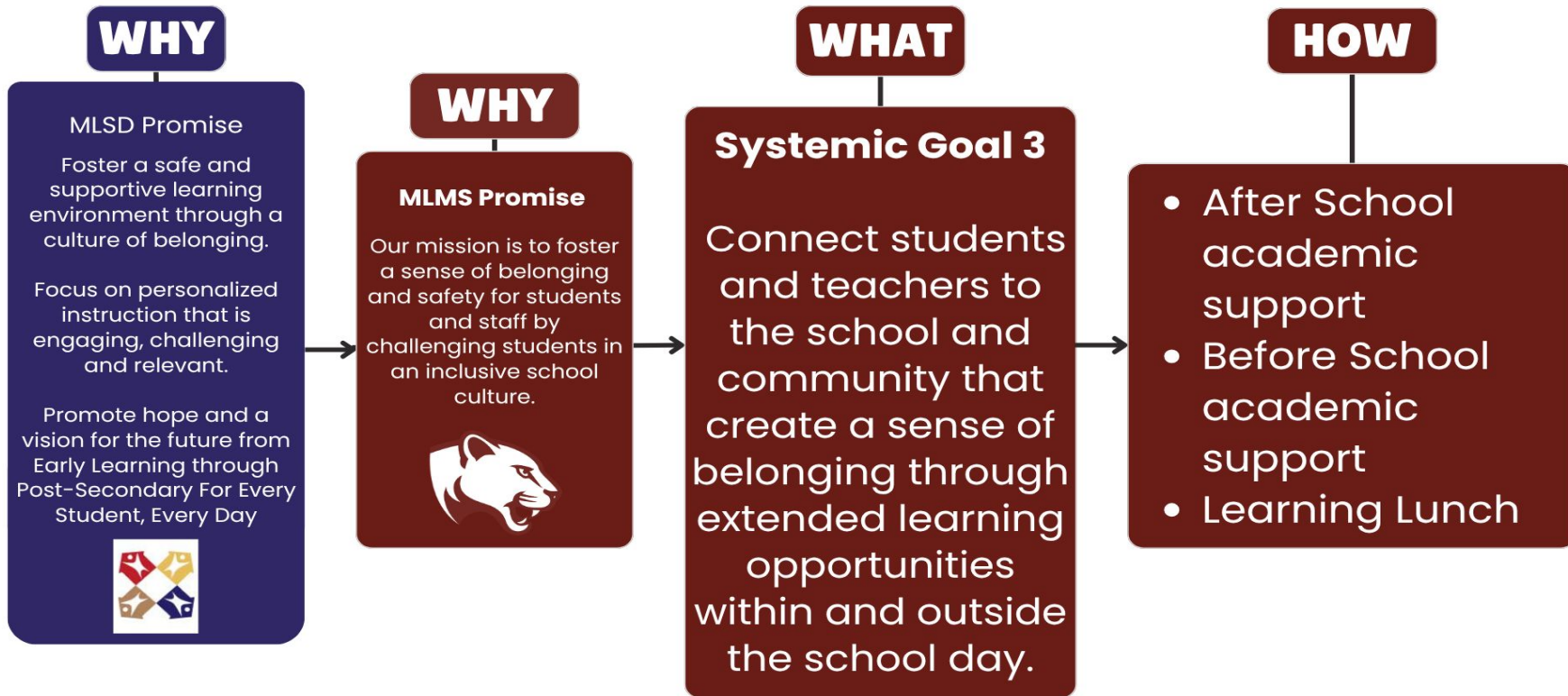
School Improvement Goal #2

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- **Intended Impact**

- MLMS will have a collaborative culture where curriculum, instruction, and assessment practices are aligned and focused on student learning.
- Teachers will consistently plan and problem-solve together, leading to: Alignment of standards across grade levels and content areas, stronger collaboration between general education and special education teachers to provide meaningful, standards-based Specially Designed Instruction (SDI), targeted supports for students not yet meeting grade-level standards through consistent 3-week data cycles and intervention planning, growth in the percentage of students meeting or exceeding grade-level standards.

School Improvement Goal #3



School Improvement Goal #3

● **Intended Impact**

- By June, students at Medical Lake Middle School will demonstrate growth in the percentage meeting or exceeding grade-level standards.



School Improvement Goal #4

WHY

MLSD Promise

Foster a safe and supportive learning environment through a culture of belonging.

Focus on personalized instruction that is engaging, challenging and relevant.

Promote hope and a vision for the future from Early Learning through Post-Secondary For Every Student, Every Day



WHY

MLMS Promise

Our mission is to foster a sense of belonging and safety for students and staff by challenging students in an inclusive school culture.



WHAT

Systemic Goal 4

Create positive school and community relationships that assist each student envision their future.

HOW

- Monthly Parent Meeting
- Community Events
- Monthly Newsletter
- Communication via Parent Square
- Parent Volunteer opportunities
- Field Trips
- Celebration/Culture Assemblies
- Conferences

School Improvement Goal #4

● **Intended Impact**

- MLMS will increase the number of families actively involved in the school community. Through family meetings, schoolwide events, and clear communication, families will feel connected, informed, and empowered to work alongside staff in supporting student learning and success.

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Coversheet

Hallett Elementary School

Section:	II. Presentation of School Improvement Plans
Item:	C. Hallett Elementary School
Purpose:	Discuss
Submitted by:	
Related Material:	Hallett 25-26 SIP Board Presentation.pdf

Hallett Elementary

Medical Lake School District

Every Student, Every Day
School Improvement Plan SY2025-26

October 21, 2025

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Medical Lake Promise

The Medical Lake Promise



We promise to

Foster a **safe and supportive learning environment** through a **culture of belonging**

Focus on **personalized instruction** that is **engaging, challenging, and relevant**

Promote hope and a **vision for the future**
from Early Learning through Post Secondary for
Every Student, Every Day

Every Student, Every Day

Every Student, Every Day

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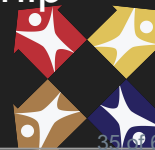
Needs Assessment Summary

Strengths & Celebrations

- Increase of 22% for students feeling safe at school
- Family Celebration - communication, high expectations for students and overall positive perception of school for their children.
- Increase from student perspective that their teacher's find other ways for them to learn when they find things difficult - SIP 24-25

Priorities for Improvement

- Continuous improvement around individualized instruction for students, focus on aligning grade level standards to IEP goals - would like to see higher achievement for students with disabilities - 37% ELA and 25% Math (students at Level 2, 3 or 4 SBA)
- CEE Data states a continued need for Focused Professional Development - utilizing leadership team for planning



Goal 1: Create a supportive, inclusive environment by continuing SEL and PBIS, celebrating students, engaging families and increasing real-world opportunities.

Ideals and Actions:

1. Consistent implementation of Social Emotional Learning and Positive Behavior Intervention & Supports
2. Staff will continue to communicate and engage with families
3. Increase Real-World Opportunities
4. Create and Implement Data Dashboard



Goal 2: Provide learning opportunities that are challenging, rigorous and relevant by increasing support for all students.

Ideals and Actions:

1. Create a Data Dashboard to monitor student performance
2. Implement small group learning through inclusion and targeted instruction
3. Staff Professional Development - Late Start Fridays

Coversheet

Michael Anderson Elementary School

Section:	II. Presentation of School Improvement Plans
Item:	D. Michael Anderson Elementary School
Purpose:	Discuss
Submitted by:	
Related Material:	MAE 2025-26_SIP Presentation .pdf

Michael Anderson Elementary

Medical Lake School District

Every Student, Every Day
School Improvement Plan SY 2025-26
October 21, 2025



Comprehensive Needs Assessment Summary

— — —

Strengths & Celebrations	Priorities for Improvement
● AimsWeb Student Growth - Students with disabilities & Students identified as Highly Capable ● Students outperformed the state ● Students with disabilities outperformed the state	● 3rd Grade State Assessment ● Essential Standards ● Supporting Students with Significant Behaviors



School Improvement Goals

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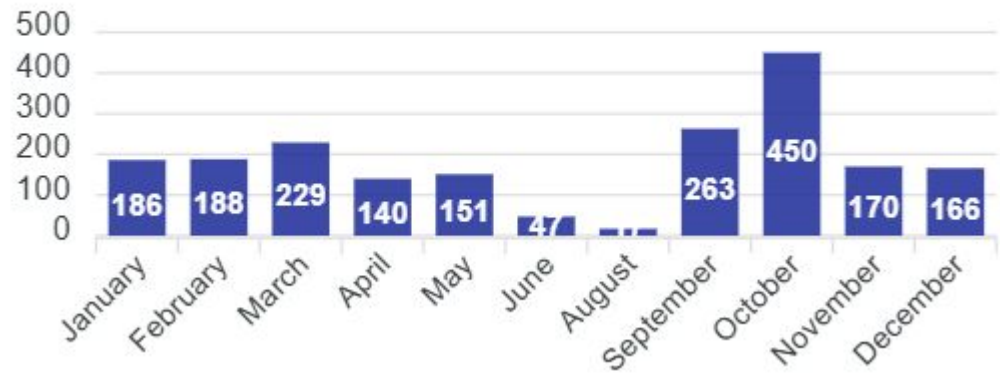
- **Goal #1:** Ensure a safe and supportive learning environment through a culture of belonging by increasing parent involvement, student positive engagement, and teacher efficacy in order to increase students' sense of joy in attending school.
 - Increased number of students and parents reporting that students enjoy coming to school as measured through the Effective School Survey.
 - Continued improvement in parent involvement and bully/harassment prevention across all three groups as measured by ESS results.
 - Increase the number of parents volunteering
 - Promise 1 - Foster a safe and supportive learning environment through a culture of belonging

Behavior

— — —

From August 2024 to June 2025 our staff recorded 1,576 student support requests using our Supported Schools App. The request range from significant classroom disruptions to breaks needed. As a leadership team we found that 53% of the 1576 requests were for 10 students. Our goal in improving this number is to set up Student Support Plans for our students who have the most need. These plans will be developed by a team including administration, parents, classroom teachers, and Special Education Case Managers.

Supports by Month

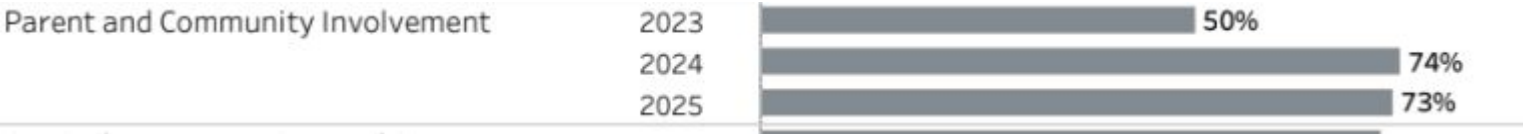


Parent Volunteers

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Our goal for the **2025-2026 school year** is to **strategically increase parent volunteer engagement**, linking parent interest directly to classroom needs.

We will build on the success of the **WATCH DOGS and MOMS programs**, which will remain a primary way we solicit school-wide volunteers. Critically, we are also implementing a new, targeted approach: we will empower teachers to proactively identify and reach out to parents who express or show an interest in volunteering, ensuring a direct and meaningful connection between a parent's desire to help and specific classroom opportunities.



School Improvement Goals

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- **Goal #2:** Provide learning opportunities that are challenging, rigorous and relevant by increasing personalized instruction in order to close the achievement gap for all students.
 - Increased collaboration through PLCs aligned with student outcomes as measured through the ESS results as well as improvement in student achievement as measured through Smarter Balanced Assessment, AimsWeb and Classroom Based Assessments.
 - Promise 2 - Personalized Learning that is Challenging, Rigorous, and Relevant



PLC's

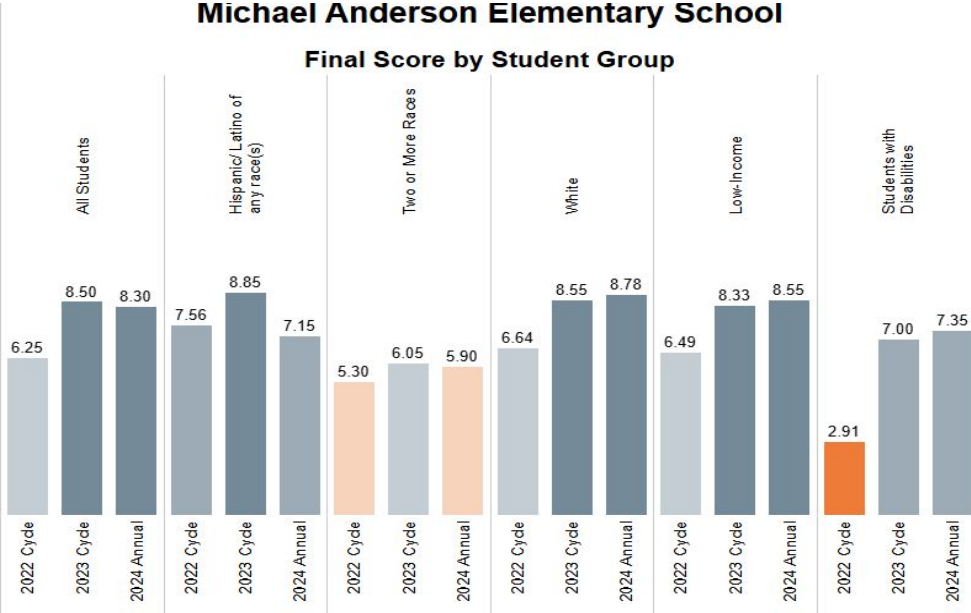
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Teachers work collaboratively to develop plans for student achievement in ELA and Math. Implementing 45 day plans based on essential standards in ELA and Math.

Inclusionary Practice

— — —

Washington
School
Improvement
Framework



School Improvement Goals

— — —

- **Goal #3:** Provide SEL support and increasing opportunities for student reflection to increase the percentage of students indicating preparedness for the future and the ability to set and monitor goals.as well as helping students find the joy in attending school.
 - Increased number of students and parents reporting that students enjoy coming to school as measured through the Effective School Survey
 - Increased number of students reporting that they set and monitor goals as measured by the ESS.
 - Promise 3 - Promote Hope and Vision for the Future from Early Childhood through Post Secondary



Belong Partners

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All classrooms will hold classroom meetings 1-3 times a week By Jan 2026.

Amplifying Student Voice

Questions

— — —



Coversheet

State of the District

Section:	III. Presentation of the Medical Lake School Board Operating Principles
and State of the District	
Item:	A. State of the District
Purpose:	Discuss
Submitted by:	
Related Material:	MLSD Annual Update 24-25 SY.pdf



Medical Lake
SCHOOL DISTRICT

STATE OF THE DISTRICT

*Year Two, Growth: Fulfilling the Medical
Lake Promise for
Every Student, Every Day*



2024-2025

Medical Lake School District

“Every time we lead with demographics, we rob a student of their future before they’ve even walked through the door.

Demographics don’t define students, our mindset does.

When we lead with labels, we rob ourselves of the joy of discovery.

Start fresh. Every child deserves to be known, not categorized.”

Ken Williams

Lead with.....

Purpose

Mission

Vision



Strategic Plan

Mission Statement

It is our mission to ensure all students are prepared to be innovative, productive citizens in an ever-changing world.



Strategic Plan

MLSD Vision

We operate under the uncompromising belief that ALL students can learn. With a highly qualified staff, parents, and the community, we work collaboratively to provide rigorous, relevant, and personalized learning experiences. Students are engaged and acquire the skills to become college and career-ready in the 21st century.



Strategic Plan

Medical Lake Promise

Culture of Belonging

We promise to...

Foster a safe and supportive learning environment through a culture of belonging

Personalized Instruction

We promise to...

Focus on personalized instruction that is engaging, challenging, and relevant

Hope and Future Vision

We promise to...

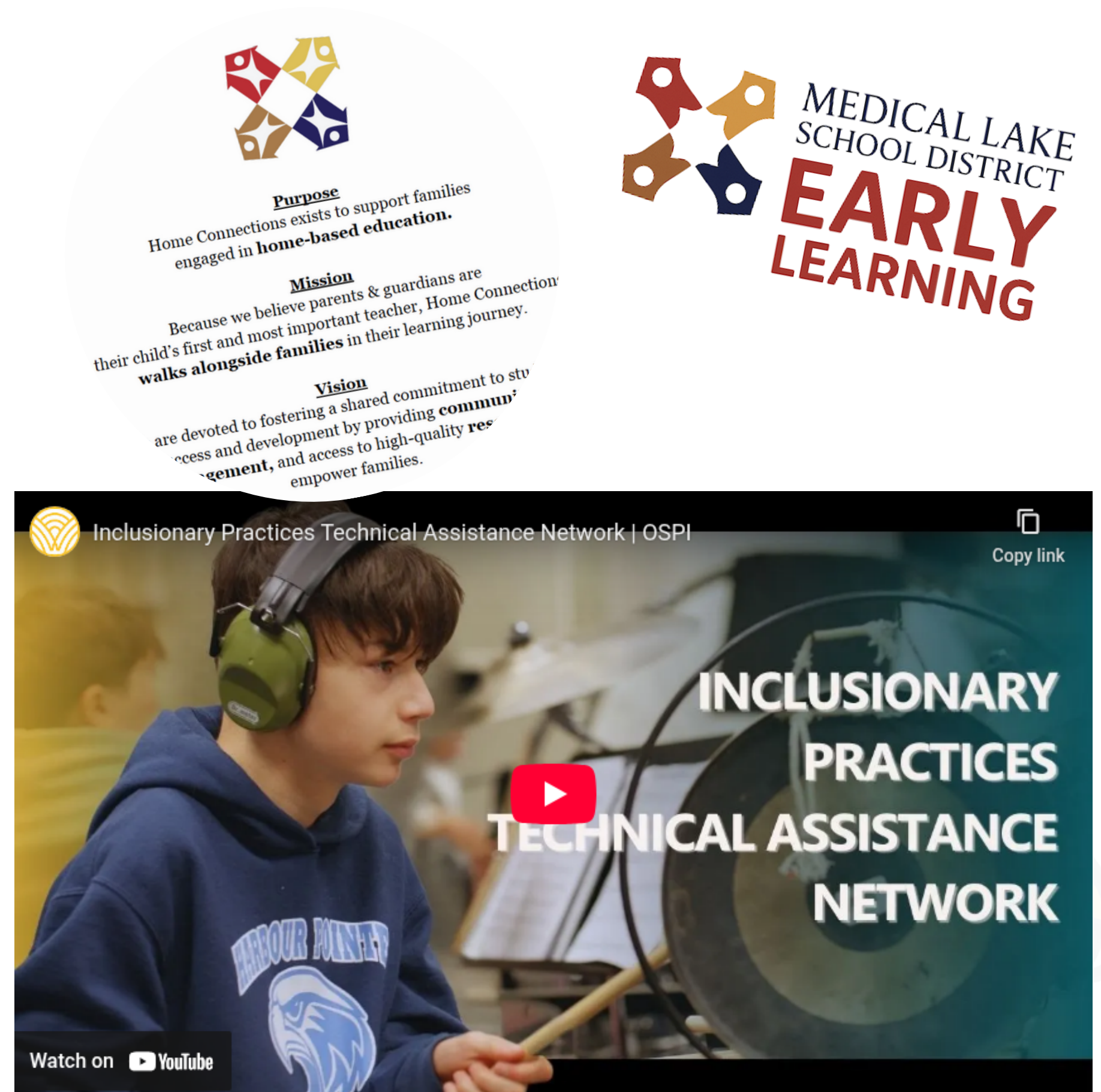
Promote hope and a vision for the future from Early Learning through Post-Secondary

for Every Student, Every Day

Areas of Celebration

We are Champions!

- Our Inclusive Practices work is featured in OSPI's recent Inclusionary Practices Technical Assistance Network
- We have launched the MLSD Home Connections program to support our homeschool families in the district
- Developed full-day Early Learning opportunities at both Michael Anderson and Hallett elementary schools.
- Michael Anderson Elementary School was recognized as one of the top schools in the state for growth & improvement for students with disabilities.



Culture of Belonging

Student, Family, and Staff Connections

- 5% increase in students stating they enjoy coming to school from 23-24 to 24-25; however, it is still just above 50%. A continued area for growth.
- Added Staff Connections meeting four times in 24-25. Doubled the number of Student Connections with eight sessions in 24-25.
- Students continue to report that there is at least one adult who knows and cares about them at high levels (87%)
- The overall rate of students attending school 90% of the school days declined by almost 2%

MLSD Annual Perception Survey Results

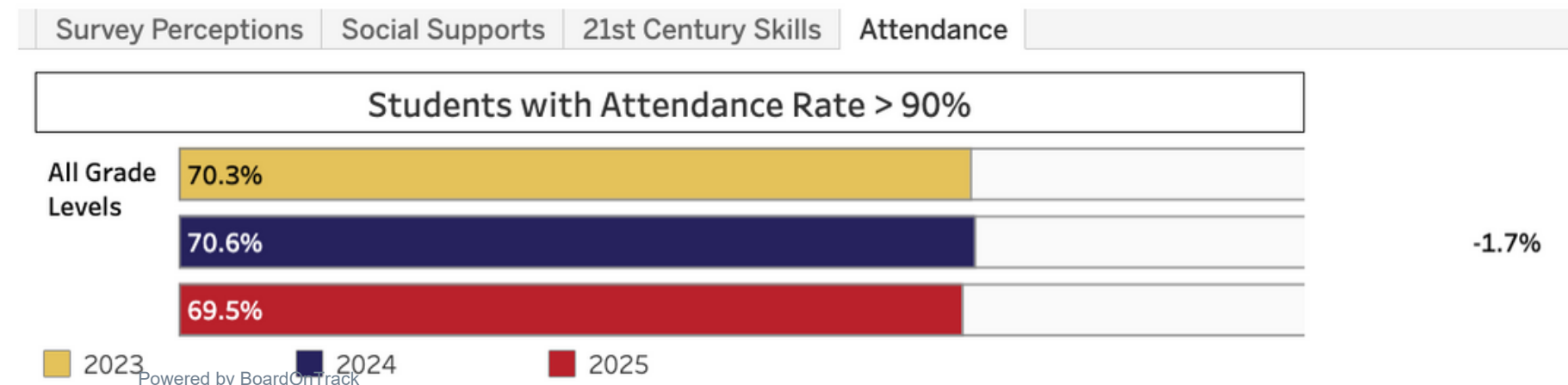
EES Social Supports				
		2023	2024	2025
Staff	I incorporate social emotional instruction into my daily instructional delivery	62%	73%	76%
	I receive training on instruction to support social emotional learning	45%	46%	51%
	I understand instructional strategies to support social emotional learning objectives	65%	75%	78%
	Staff at this school value and respect all students	88%	89%	94%
	Staff I work with take responsibility for ensuring each student learns in our school	86%	91%	93%
	Students believe the adults in this school genuinely care about them	84%	87%	91%
	The development of students' social emotional learning enhances the learning environment in our classrooms	80%	83%	85%
	This school has effective equity practices for all	63%	70%	73%
Student	Adults in this school help me plan and set goals for my future	53%	54%	63%
	I enjoy coming to this school	47%	47%	52%
	I feel good about my cultural or ethnic background	83%	87%	88%
	I feel safe at this school	57%	61%	71%
	If I want to talk with my teacher(s), they are available to me	63%	67%	73%
	In this school, there is at least one adult who knows and cares about me	79%	83%	87%
	My teacher(s) believe student learning is important	92%	95%	93%
	Students are involved in solving problems in this school	58%	59%	65%
	There's at least one adult in this school I can talk to if I have a problem	74%	78%	83%
	This school has effective equity practices for all	65%	67%	72%

Staff vs Student Gaps				
		2023	2024	2025
Staff	Students believe the adults in this school genuinely care about them	84%	87%	91%
Student	In this school, there is at least one adult who knows and cares about me	79%	83%	87%

School Level:
☒ All Schools
☐ Elementary
☐ Middle School
☐ High School

Percent Positive
 25%  100%

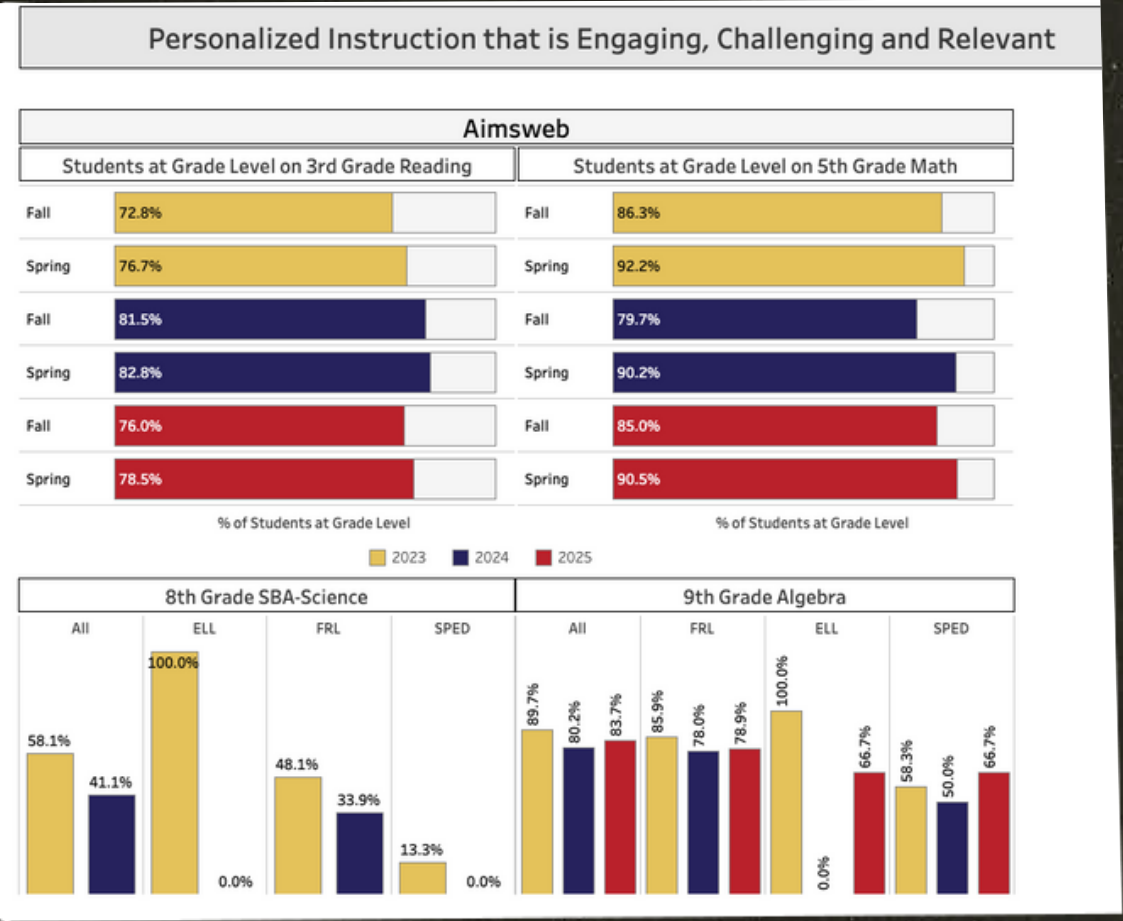
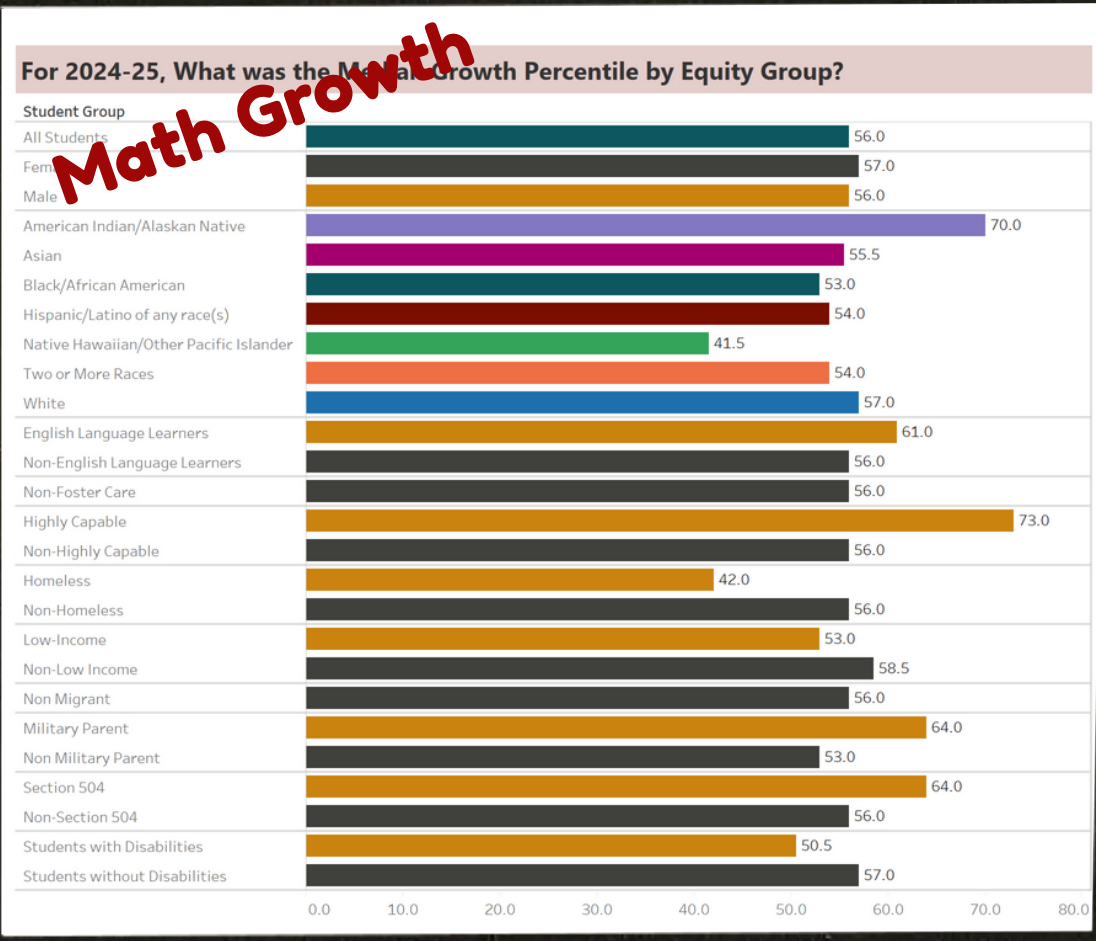
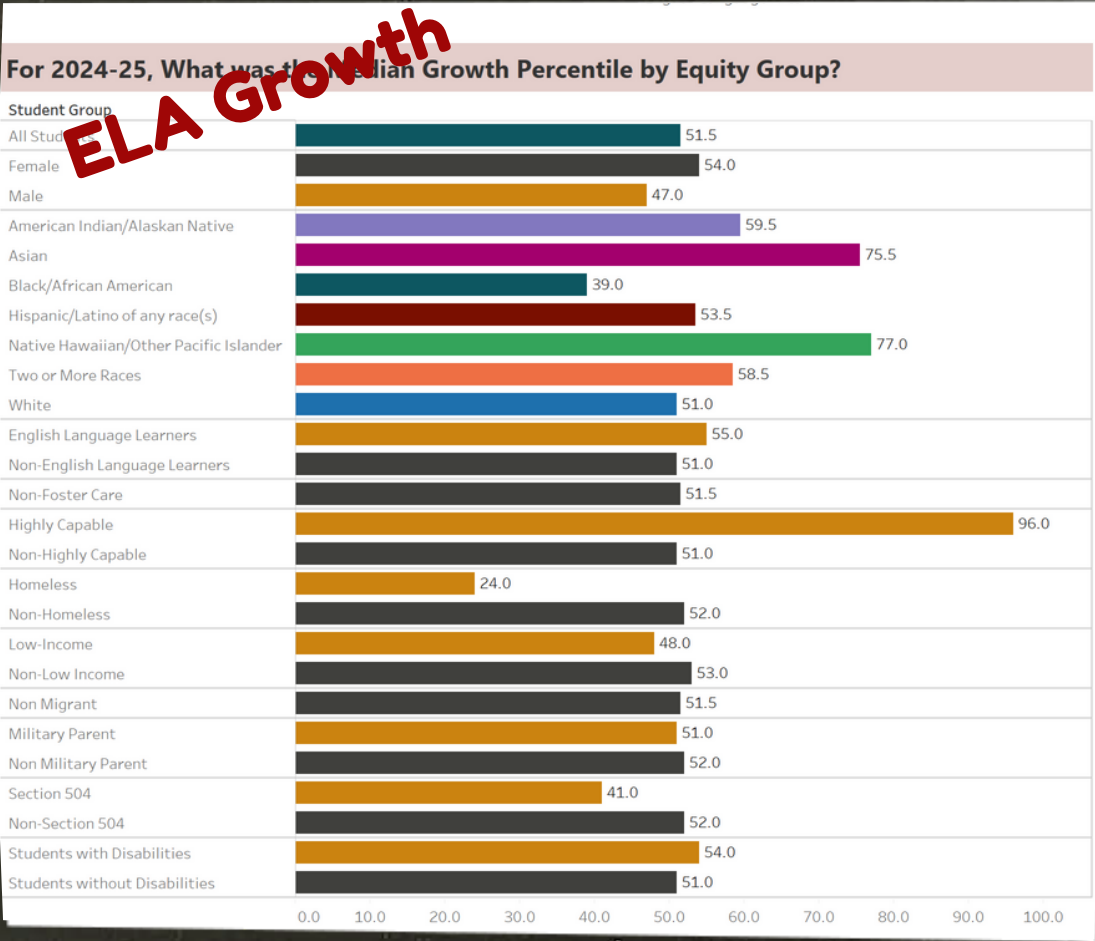
Percent positive is calculated as survey responses of "Almost Always True" and "Often True" on the EES surveys.



Engaging, Challenging, Relevant Instruction

Students Learning and Growing

- ELA and Math Growth in grades 4-8 increase significantly for many groups (Highly Capable, SWD, ELL, 504)
- District and state assessment measures provide evidence of continued growth in student learning.
- Significant growth in 9th-grade students with disabilities passing a math course at the Algebra level or above.

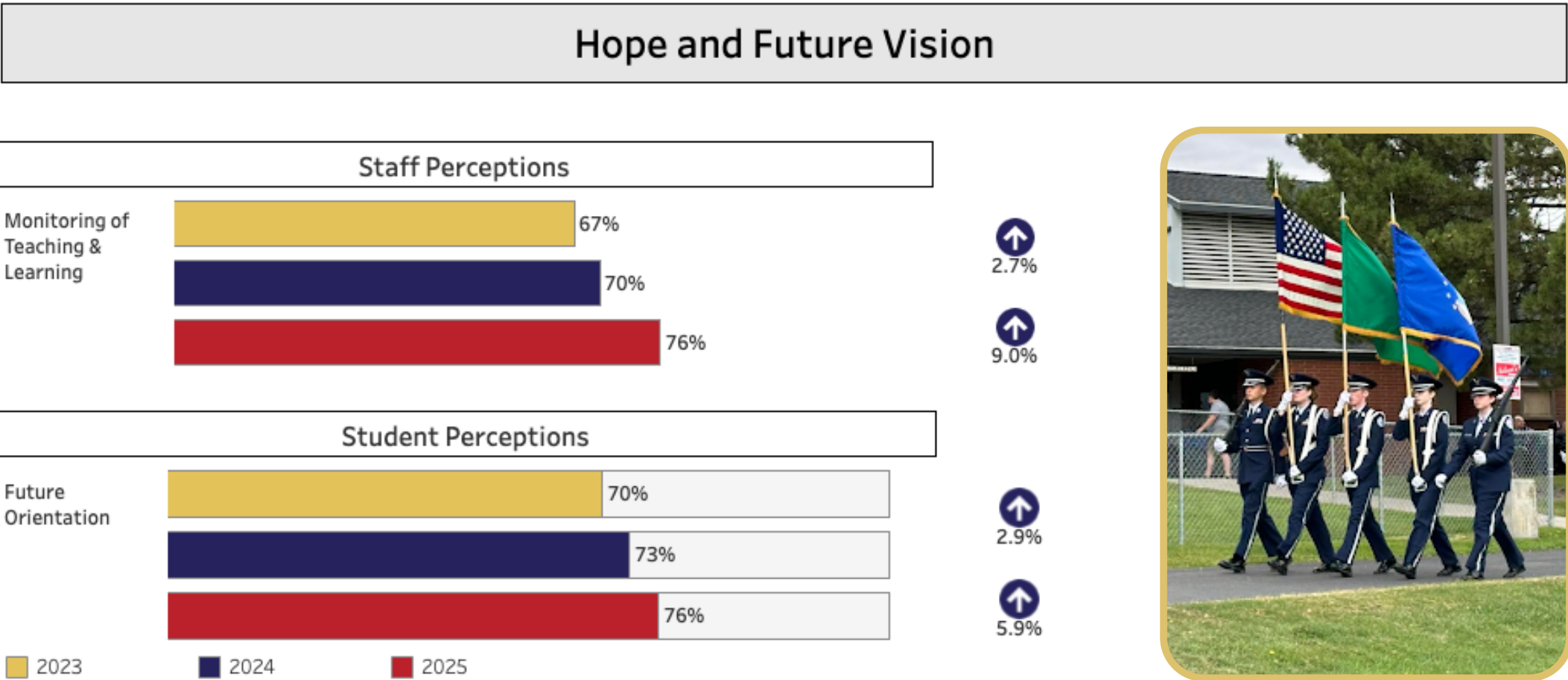


Hope and Vision for the Future

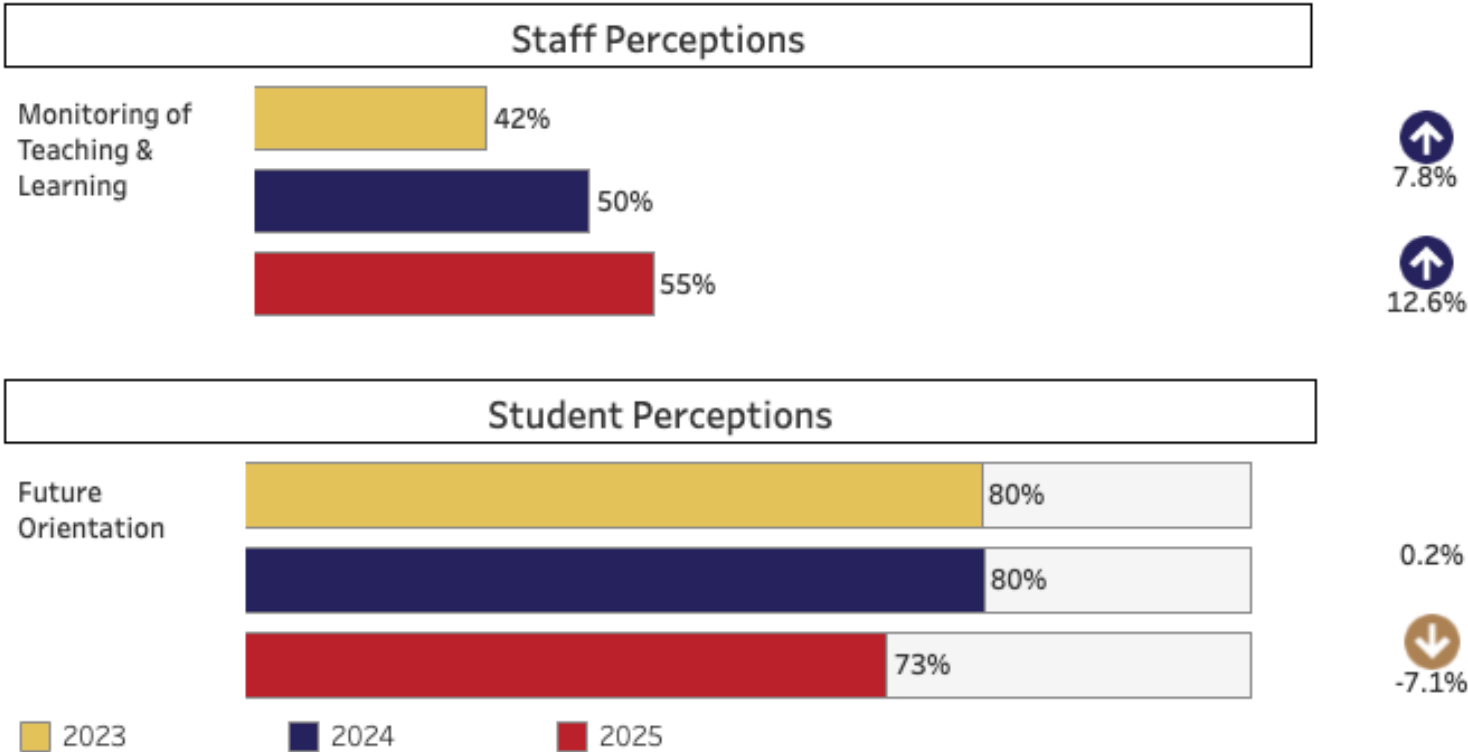
- We had a 3% increase of students indicating a positive vision of their future (76%), as well as high school students enrolling in post-secondary programs within one year of graduation (48%). However, we had a 7% decrease in positive vision of future responses from high school students.
- Continued expansion of dual credit courses at the high school resulted in approximately 92% of students completing one dual credit course in 2024.
- Kindergarten Readiness assessment continues to indicate the need for expanded Early Learning opportunities.



All MLSD Results



High School Results



Next Steps

Working Towards Our Vision for the Future

- **Promise 1: Safe and Supportive Learning Environment through a Culture of Belonging**
 - Next Step - Increase the number of students who report they enjoy coming to school.
 - Next Step- Increase the number of students attending at least 90% of the school days.
- **Promise 2: Personalized Instruction that is Engaging, Challenging, and Relevant**
 - Next Step- Increase the number of students meeting grade-level standards in ELA, Math, and Science.
 - Next Step- Increase the number of students showing growth in ELA, Math, and Science
- **Promise 3: Hope and a Vision for the Future from Early Learning through Post-Secondary**
 - Next Step - Increase the number of students who transition successfully to post-secondary opportunities that will provide family-sustaining wages.
 - Next Step- Increase the number of students who indicate that they set goals for their future.



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Coversheet

Board Operating Principles

Section:	III. Presentation of the Medical Lake School Board Operating Principles
and State of the District	
Item:	B. Board Operating Principles
Purpose:	Discuss
Submitted by:	
Related Material:	Copy of Medical Lake School Board Operating Principles.pdf



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Medical Lake School Board Operating Principles

Derived from the Medical Lake Promise

Based on the core promise of fostering a safe, supportive learning environment, personalized instruction, and a hopeful vision for all students, the Medical Lake School Board will operate under the following principles:

Principle 1: Cultivating a Safe and Inclusive Community

- **Foster a culture of belonging:** Promote inclusivity, respect, and equity among students, staff, and the community by valuing each member's unique experiences and differing perspectives.
- **Prioritize student and staff safety:** Implement policies and procedures that promote physical and emotional safety, addressing bullying, harassment, and discrimination.
- **Build strong partnerships:** Collaborate with parents, guardians, and community members to create a shared commitment to student success.

Possible 2025-26 School Board Goal: *Board members will actively monitor quarterly reports on student climate and attendance data (including the 90% attendance rate) and utilize community engagement opportunities to advocate for and communicate the district's comprehensive strategy for promoting student belonging.*

Principle 2: Empowering Personalized Learning

- **Focus on individual student needs:** Implement data-driven strategies to tailor instruction to each student's interests, strengths, and challenges.
- **Provide professional development:** Invest in staff development to build capacity in creating safe, inclusive, and personalized learning environments.

Possible 2025-26 School Board Goal: *Board members will focus on monitoring evidence of student growth by reviewing school-based assessment data and conducting school visits to observe and discuss the implementation of personalized learning strategies in classrooms and programs.*



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Principle 3: Inspiring Hope and Future Success

- **Set high expectations:** Believe in the potential of every student to achieve their full potential.
- **Post-secondary readiness:** Prepare students for college, career, or military service through rigorous curriculum and guidance.
- **Cultivate a growth mindset:** Foster a culture of resilience, perseverance, and lifelong learning among students, staff and the community.

Possible 2025-26 School Board Goal: *Board members will support and promote post-secondary readiness by creating policy and advocating for resources that expand rigorous curriculum, guidance, and career-connected learning pathways (college, career, and military service).*

Principle 4: Ethical Leadership and Transparency

- **Demonstrate ethical leadership:** Uphold the highest standards of transparency, integrity, and accountability.
- **Ensure fiscal responsibility:** Allocate resources effectively and efficiently to maximize student outcomes.

Possible 2025-26 School Board Goal: *Board members will intentionally utilize the Medical Lake Promise and these Operating Principles when making decisions.*

Operationalizing the Principles

To effectively implement these principles, the School Board will:

- **Align district policies and procedures:** Ensure that all district operations support the core values of the Medical Lake Promise.
- **Monitor student outcomes:** Regularly assess student achievement data to inform decision-making and resource allocation.
- **Communicate effectively:** Maintain open and transparent communication with students, parents, staff, and the community.
- **Seek community input:** Involve stakeholders in the decision-making process to ensure that the district's priorities align with community values.

By adhering to these operating principles, the Medical Lake School Board will create a thriving educational environment where all students can reach their full potential.