



# Strategic Plan Update & 2016-17 Annual Report



April 2018

## Message from the Superintendent

Lake Washington is proud to serve a growing and diverse community. With more than 29,500 students, we are the third largest district in the state. Our vision is *Every Student Future Ready*. As one of the top performing districts in the state, our staff takes seriously their responsibility for helping every single student reach this vision. We want our students to enjoy learning and strive to reach their fullest potential.

As a public-school system, we are accountable to our students, parents, community members and taxpayers. Each year we are pleased to provide this annual report, which highlights our progress toward accomplishing our mission and vision for our students.

To accomplish our mission and vision, we align our efforts to five strategic goals:

1. Ensure academic success for every student
2. Provide safe and innovative learning environments

3. Recruit, hire and retain highly effective personnel
4. Use resources effectively and be fiscally responsible
5. Engage our communities

By aligning our work to goals and adhering to our four core values and three ideals, we believe we can achieve our mission and vision. This report provides an annual update on our progress.

We are working hard to provide the very best education possible for our students. The community plays an important role

*Note: A complete fiscal accounting for the district is available on its website at: <http://www.lwsd.org/budget-and-financial-reports>. State auditor reports are posted there when complete.*

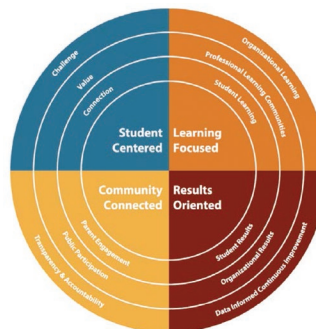
in our success and the success of our students. Thank you for your continued support and involvement in helping make Lake Washington an outstanding school district. We are proud to be LWSD!

*-Dr. Traci Pierce, Superintendent*

## Ideals

Opportunity & Equity  
Innovation  
Improvement

## Core Values



## Strategic Goals

1. Ensure academic success for every student
2. Provide safe & innovative learning environments
3. Recruit, hire & retain highly effective personnel
4. Use resources effectively & be fiscally responsible
5. Engage our communities

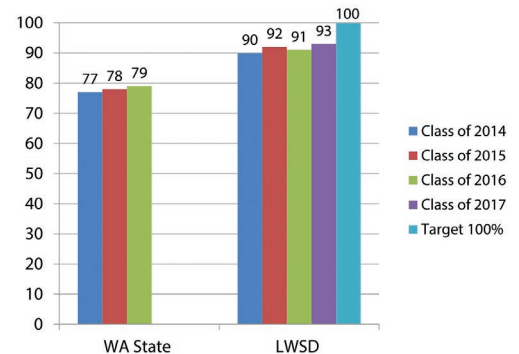
## Goal 1: Ensure academic success for every student

### Accountability for End Results

End Results are the results desired for our students. End Results policies are part of the School Board's governance structure. The Board regularly monitors the organization's progress toward accomplishing End Results, including achievement of the district's mission and vision for students; focused on graduating every student Future Ready.

### Graduation Rates Continue to Climb

93% of students in the class of 2017 graduated in four years, which is the highest graduation rate of the largest 49 districts in Washington state. Some students need additional time. The five-year graduation rate for the class of 2016 was 94%. We continue to work toward 100% graduation.



# Goal 1: Ensure academic success for every student

Student Learning Milestone	Indicator	Spring 2012	Spring 2016	Spring 2017	Target 2018
<b>Early Literacy and Reading Skill Development</b>	% of kindergartners at benchmark on End-of-Year Dynamic Indicators of Basic Early Literacy (DIBELS) assessment	87%	89%	<b>90%</b>	95%
<b>3rd Graders on Track for Success</b>	% of 3rd graders meeting or exceeding state standards in English language arts/literacy		81%	<b>80%</b>	95%
	% of 3rd graders meeting or exceeding state standards in math		83%	<b>82%</b>	95%
<b>5th Graders' Overall Academic Readiness for Middle School</b>	% of 5th graders meeting or exceeding state standards in English language arts/literacy		85%	<b>83%</b>	95%
	% of 5th graders meeting or exceeding state standards in math		73%	<b>76%</b>	95%
	% of 5th graders meeting or exceeding state standards in science	87%	88%	<b>87%</b>	95%
<b>8th Graders' Overall Academic Readiness for High School</b>	% of 8th graders meeting or exceeding state standards in English language arts/literacy		82%	<b>81%</b>	95%
	% of 8th graders meeting or exceeding state standards in math		74%	<b>75%</b>	95%
	% of 8th graders meeting or exceeding state standards in science	85%	87%	<b>86%</b>	95%
<b>High School Students on Track for Graduation</b>	% of 9th graders earning 6.0 credits	84%	88%	<b>88%</b>	95%
	% of 10th graders accumulating 12.0 credits	74%	81%	<b>85%</b>	95%
	% of 11th graders meeting or exceeding state standards in English language arts/literacy		90%	<b>87%</b>	95%
	% of 11th graders meeting or exceeding state standards in math		6/65%*	<b>33/91%*</b>	95%
	% of 10th graders meeting or exceeding state standards in biology	79%	87%	<b>86%</b>	95%
<b>High School Students Graduating Future Ready</b>	% graduation rate	89% class of 2013	91% class of 2016	<b>93%</b> <b>class of 2017</b>	100% class of 2018
	% of 11th and 12th grade students enrolled in a dual credit college-level course		87%	<b>89%</b>	95%
	% of graduates enrolled in a post-secondary institution within 2 years of graduation	81% class of 2012	79% class of 2014	84% class of 2015	95% class of 2018

\*Note: Many 11th grade students opted not to take the Smarter Balanced Assessment (SBA) tests since they had passed the High School Proficiency Exam (HSPE) and Math End-of-Course exams in 10th grade. Students who did not take the test were counted as not making the standard. The first number is the percent of all students who took the SBA and met standard. The second number is the percent of those who took the test who met standard.

## Post-Secondary Education Enrollment Remains High

Graduating Future Ready means students are prepared to enter post-secondary education and training. That could be a two- or four-year college or university, a community or technical college, the military, or an industry certificate program.

Eighty-four percent of Lake Washington students enter a two- or four-year college directly after high school. The state-wide average is 62%.

## The School Board Monitors Progress

The Board annually monitors progress of Student Learning Milestones that ultimately lead to graduating Future Ready. The Board identifies key indicators to monitor, and sets targets for student achievement, based on each indicator. Given the high performance of students in Lake Washington, the Board established a target of 95% of students meeting all indicators at each milestone, and a 100% graduation target.

## Progress Update

In 2016-17, the district expanded and added programs to help every student succeed. These efforts focus on reducing opportunity and achievement gaps for students and helping students meet the state's new higher standards and 24-credit graduation requirement. Higher standards help to ensure students are prepared for future success.



# Goal 1: Ensure academic success for every student

## Kindergarten

### Full-Day Kindergarten

The state funded full-day kindergarten for all students at all schools starting in the 2016-17 school year. Previously, full-day kindergarten was a fee-based program and was not available to all students. Prior to the start of the school year, teachers meet with families and students in *Family Connection* meetings.



### Highly Capable Program Expansion

During the 2016-17 school year, the Highly Capable program expanded to serve more students. Single domain services are now provided to students who qualify in a single domain (i.e., reading or math). In addition, the grades K-2 Highly Capable Program is in its third year. The program served 107 Kindergarten students, 79 first-grade students and 19 second-grade students in 2016-17. Four full-time Highly Capable specialists work with small groups of students and provide professional development to classroom teachers. New selection criteria helped more students to qualify for services, resulting in increased numbers of highly capable classrooms at several schools.

### Special Services Program Improvements

The Special Services Department began implementing a five-year improvement action plan. This plan was developed based on a comprehensive program review that was conducted in 2015-16. Students with Individualized Education Programs (IEPs) will benefit from new and improved strategies such as co-teaching.

### New Standards, New Curriculum

New state arts learning standards ensure students learn creativity, collaboration, communication and critical thinking. A new visual arts curriculum for grades K-5, aligned to the new state standards, was adopted with great success. In addition, new elementary writing curriculum for grades K-5, and handwriting for grades K-1 was implemented.

At the middle school level, math and science teachers began using new curriculum materials in grades 6-8. Science materials are aligned to the Next Generation Science Standards including physical, life, earth and space science, as well as engineering, technology and science application.

### Summer Intervention Programs

Learning takes place all year long, and summer programs provide support for students at all levels. At elementary school, 594 students participated in summer literacy and English Learner programs. At middle school, 75 students participated in summer services to support their transition to middle school and build literacy and language skills. At high school, 54 students participated in credit recovery programs in math, science, English and history, keeping them on track to graduate.

### Advancement Via Individual Determination (AVID) Program Expansion

The AVID program is designed to help students develop the skills they need to be successful in college. The program focuses on writing, critical thinking, teamwork, organization and reading skills. Three middle schools piloted the AVID program, and more middle and high schools will launch AVID over the next few years.

### New State 24-Credit Graduation Requirement, New Opportunities

Starting with the Class of 2019, the state requires students to earn 24 credits to graduate. Previously, students needed 22 credits to graduate. The increase in requirements reduced elective offerings for students. Those opportunities will be restored with the new seven-period high school day being implemented in the 2018-19 school year. The seven-period day was recommended by a task force of staff and parents in April 2017.



## Graduation

# Goal 2: Provide safe & innovative learning environments

## Progress update

The physical safety and social-emotional safety of our students and staff continues to be a top priority. In 2016-17, the district continued efforts to enhance the safety of our school facilities and began building new schools to accommodate our growing enrollment.

Innovation and technology go hand-in-hand. In 2016-17, the district enhanced its technology infrastructure and classroom learning technologies for students.

### New Facility Safety Upgrades

The passage of the 2014 Capital Projects Levy provided funding for school building safety enhancements. These safety enhancements included: 1) interior classroom door locks, 2) window shade treatments for use in lockdown situations, and 3) the initial phase of a key card access system to limit access points to school buildings.

### Drinking Water Quality Maintenance

A district drinking water quality maintenance program ensures our students are provided safe drinking water. The drinking water quality maintenance program provides regular testing and maintenance of drinking water fixtures in all our schools.



Window shades can be used in case of lockdown

### Classroom Technology

The 2014 Capital Levy funds technology to help all students learn. Student computers are replaced every four years, ensuring students have access to reliable, up-to-date computing devices. In 2016-17, students in sixth grade and ninth grade received new computers, and a portion of cart-based computers in elementary schools were also replaced.

Aging teacher desktops are being replaced with mobile laptop computers, and aging classroom presentation panels are being replaced in elementary classrooms.

### Technology Infrastructure

Innovative classroom technologies require robust technology systems and infrastructure. The 2014 Capital Projects Levy provided funding for numerous system and infrastructure improvements including:

- Upgraded network
- Implemented Microsoft AppLocker to further secure student laptops from intrusion and non-educational use
- Converted to digital phone system
- Integrated asset management system for textbooks, curriculum and mobile computers
- Upgraded server equipment and operating systems
- Expanded network monitoring and support services

\*Student data is from annual student web survey conducted in the spring

Focus Area	Indicator	Fall 2012	Fall 2017	Target 2018
Student Safety	% of middle and high school students who report they feel safe at school	91%*	86%*	95%
	% of parents who agree that "My children feel safe at school"	97%	92%	100%
	% of parents who agree that "My children's school maintains an environment free of bullying or other types of intimidation"	74%	79%	85%
Facility Conditions	% of schools that have a Building Condition Score at or above the state standard for buildings of their age	100%	100%	100%
	% of community members who agree that "School facilities are well-maintained and provide a healthy environment"	81%	71%	90%
Technology	% of community members who agree that "LWSD schools integrate technology and technology application expectations into all grade levels"	82%	78%	90%
	% of Help Desk tickets resolved at first tier	53%	93%	85%



## Goal 2: Provide safe & innovative learning environments



Lake Washington School District broke ground on three construction projects funded by the April 2016 Bond, including a new elementary school in North Redmond (pictured above).



### Building on Success

Thanks to the support of the community, the district successfully passed a bond measure in April 2016. The bond provided funding for construction of new schools to reduce overcrowding and provide classroom learning space for students. Construction on two new elementary schools, a new middle school and the rebuild/enlargement of Juanita High School began in 2017. Explorer Community School's new modular campus was completed and opened in Fall 2017. In addition, planning for converting the Old Redmond Schoolhouse to a preschool center began. Peter Kirk and Margaret Mead Elementary schools are being rebuilt

and enlarged. These construction projects were recommended by a 63-member Long-Term Facility Task Force. The Task Force reviewed the district's facility needs and developed recommendations to reduce overcrowding, accommodate growing enrollment and continue to provide quality learning environments and experiences for our students.

In November 2015, the Task Force recommended a long-term strategy through 2029-30 which prioritized building new schools and enlarging aging schools to address capacity needs. A Bond Advisory Committee helped develop the funding plan to implement the long-term facility recommendations.

In April 2016, voters authorized a \$398 million bond measure that funds two new elementary schools, one new middle school, the rebuild and expansion of Juanita High School, Margaret Mead Elementary and Peter Kirk Elementary, the replacement of aging portables with new modular units at Explorer Community School and upgrades at the Old Redmond Schoolhouse for a preschool center.

A 2014 Capital Projects Levy funds a number of safety improvements and the district's technology program.



# Goal 3: Recruit, hire & retain highly effective personnel

## Progress update

Every employee of our district plays a role in contributing to the academic success of our students.

As our district grows, the need for more teachers and support staff grows each year. Competition to hire the best teachers grows each year. Retaining staff members has become even more important.

### Elementary Associate Principals

School administrators are critical to the success of our students. They oversee the academic program and school operations, including safety and supervision of students. They help to support teachers, staff and students at the school level.

District elementary schools are continuing to grow in size and complexity. Each elementary school was assigned a part or full-time associate principal starting in the 2016-17 school year. Administrators being present and

visible throughout the school benefits the instructional program and campus safety.

### Effective Hiring Processes

The district expanded recruiting and hiring efforts with Human Resources staffing to focus solely on recruiting and hiring district staff, including classified staff - such as bus drivers and para educators - teaching staff and administrators. Human Resources staff attended recruiting fairs throughout the Pacific Northwest in 2016-17.

Focus Area	Indicator	Fall 2012	Fall 2016	Target 2018
Personnel	% teacher retention rate	92%	91%	95%
	% administrator retention rate	92%	91%	95%
	% classified staff* retention rate	88%	91%	95%
	% of community members who agree that "the overall quality of teaching in LWSD schools is excellent"	78%	79%	90%
	% of community members who agree that "the overall quality of leadership in the LWSD and its schools is excellent"	63%**	71%	90%

\*Classified staff hold positions that do not require a teaching certificate. \*\*Baseline data is from Fall 2013.

**Fifteen Lake Washington teachers achieve, renew National Board Certification**



Two Lake Washington School District teachers achieved National Board Certification®, as announced by the National Board for Professional Teaching Standards (NBPTS). In addition to the two newly-certified teachers, 13 teachers renewed their certification in 2016-17. That makes a total of 15 teachers completing the process. (Certifications must be renewed every ten years.) Teachers from around the district completed the process.

## 30 LWSD schools receive 2016 Washington Achievement Awards

The Office of Superintendent of Public Instruction (OSPI) and the State Board of Education (SBE) announced the 280 schools statewide that received Washington Achievement Awards. Of those 280 schools, 30 are in Lake Washington School District (LWSD). More schools in LWSD earned awards than any other district including the two districts that serve more students than LWSD. The 30 LWSD schools received a total of 73 recognitions, including 15 awards for overall excellence. All award-winning schools were honored during a ceremony on May 3 at Olympic Middle School in Auburn, Wash.



"Students in Lake Washington continue to achieve at high levels," said Dr. Traci Pierce, Superintendent. "Our teachers and administrators work hard every day to ensure that achievement gaps are closing and all students are learning, growing and succeeding."

## Goal 3: Recruit, hire & retain highly effective personnel

### Redmond High School teacher receives national recognition

Alison Kairis, a Redmond High School Spanish teacher, was named a National Endowment for the Humanities (NEH) Summer



Scholar. Kairis was selected from a national applicant pool to attend one of 23 seminars and institutes supported by the NEH.

Kairis was selected to participate in a Summer Institute titled, "Tales from the Chihuahuan Desert: Borderlands Narratives about Identity and Binationalism." This two-week program was held from July 16-30, at the University of Texas at El Paso. This Institute was directed by Drs. Ignacio Martinez (Department of History) and R. Joseph Rodriguez (Department of English). Kairis received a stipend to cover the cost of travel, study and living expenses.

Approximately 512 NEH Summer Scholars participated in these programs last summer. These teachers will then reach almost 64,000 American students during the 2017-18 school year.

### Smith Elementary PE teacher shows his heart – receives award from American Heart Association

Russell Bair, the PE teacher at Samantha Smith Elementary, was one of 20 teachers in Washington state selected to receive an appreciation award from the American Heart Association. Every year, the American Heart Association accepts nominations for top volunteers from all of their programs across the country. The appreciation award reads, "For outstanding achievement in support of the American Heart Association's efforts in cardiovascular science, education and community programs." Bair was nominated for the huge success he has had the past three years at Smith. Last year alone, Smith students raised more than \$17,000 for the American Heart Association through the Jump Rope for Heart program.



### Increasing outcomes for all students: Heather Sanchez recognized for vision in K-12 public education

Heather Sánchez, Director, Accelerated Programs, Choice & Innovation,



received the 2016 Dr. Doyle E. Winter Scholarship for Administrative Leadership in Education. This \$1,000 scholarship was presented to Sánchez at the 2017 Washington Association of School Administrators (WASA)/ Association of Washington School Principals (AWSP) Summer Conference in Spokane, Wash. on June 26. This award is co-sponsored by Piper Jaffray & Co. and WASA.

The Dr. Doyle E. Winter Scholarship is for administrators who have displayed administrative leadership skills and who are in or who are entering a doctoral program. Sánchez focused her application essay on establishing partnerships in the community and working to close the opportunity gap for students.

*The Educator Introduction Academy helps provide support to new teachers in Lake Washington School District.*



# Goal 4: Use resources effectively & be fiscally responsible

## Progress update

Strategic investments help focus resources toward accomplishing our goals and our mission and vision. School districts are accountable to their communities for the use of public funds. It is important that we use our resources effectively, and that our public knows how resources are being used.

Transparency and accountability are key. The district continues to have the highest credit rating assigned to any school district in the state (shared only by two others). We continue to meet or exceed our minimum 5% fund balance requirement. Fiscal responsibility is of the utmost importance.

### Budget Aligned to Strategic Goals

In 2016-17, the district continued its process to align all budget additions with strategic goals.

The district also continues to improve fiscal reporting and accountability. It expanded the budget document to include additional narratives, financial information and graphs. The Association of School Business Officials International (ASBO) awarded the district its Pathway to the MBA (Meritorious Budget Award) for the 2016-17 budget document. This award recognizes excellence in school budget presentation. The Meritorious Budget Award requires school districts

Focus Area	Indicator	Fall 2012	Fall 2016	Target 2018
Fiscal Accountability	% bond rating agencies that rate district's credit as Aaa, AA+, or better	100%	100%	100%
	% time that district maintains a minimum 5% fund balance	100%	100%	100%
	% of community members who agree that "the district uses resources effectively and practices sound financial management"	57%*	59%	95%

\*Baseline data is from Fall 2013.

to meet stringent criteria to promote budget alignment to district goals, providing additional information and transparency to the community about how taxpayer dollars are spent and providing a reader-friendly budget document.

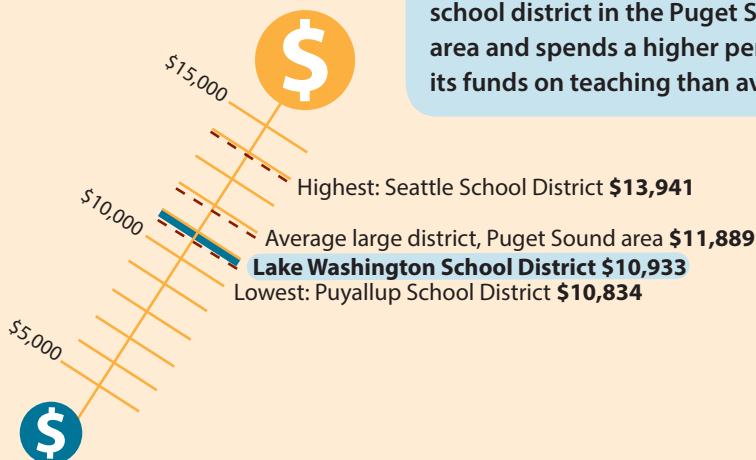
### Resource Conservation

Conserving resources is another way the district uses funding as efficiently as possible. The district is a seven-time Best Workplace for Waste Prevention and Recycling award winner. It has aligned heating systems with occupancy schedules. Temperatures are reduced during school breaks. Water is conserved through installation of high-efficiency plumbing fixtures and the use of low-water cleaning procedures. Our building designs create savings through efficient HVAC systems and solar panels.

The cumulative savings from this conservation effort is \$11.45 million over the last 10 years. The utility cost has remained consistent even as the district has added over half a million square feet of space to accommodate growing enrollment. Energy use has been cut by 27% for electricity and 30% for natural gas. Water for irrigation has been reduced by 80%.

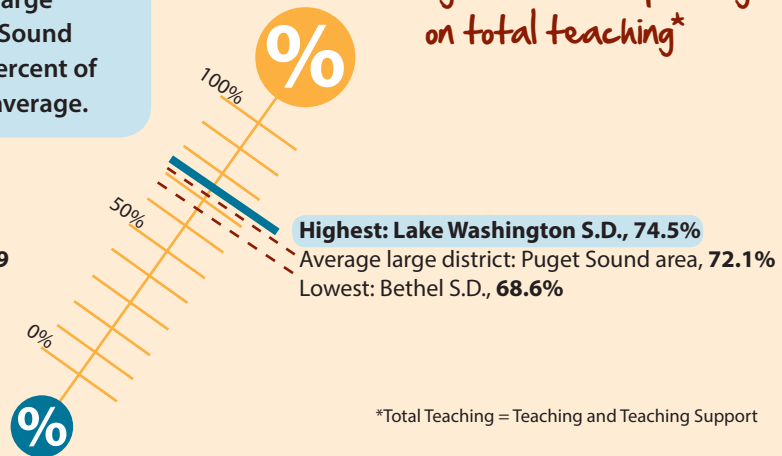


### Revenue per student



Lake Washington receives lower funding\* than the average large school district in the Puget Sound area and spends a higher percent of its funds on teaching than average.

### % of general fund spending on total teaching\*



\*Total Teaching = Teaching and Teaching Support

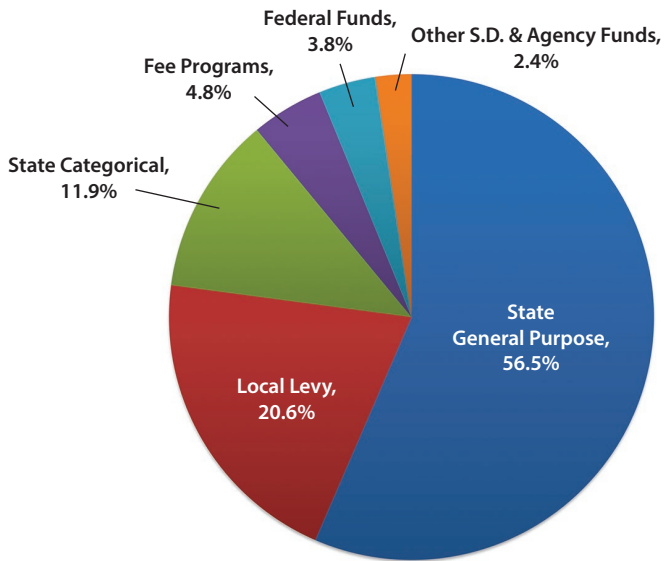
From Office of Superintendent of Public Instruction, data for 2015-16, latest available data for comparisons. Data for 16 districts with 15,000 or more in King, Snohomish and Pierce counties.



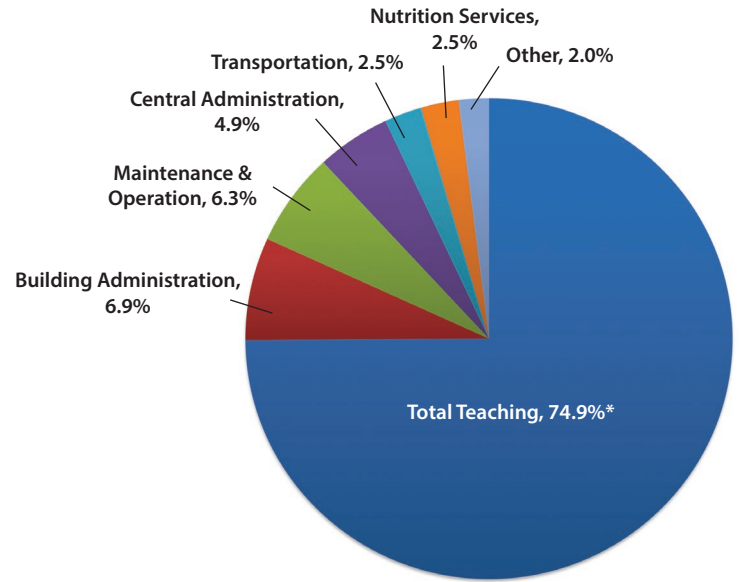
# Goal 4: Use resources effectively & be fiscally responsible

## 2016-17 Financial Report

**Revenues 2016-17**  
(Where the money comes from)



**Expenditures 2016-17**  
(Where the money goes)



\*Total Teaching = Teaching and Teaching Support

All Funds 2016-17	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance
General	\$45,150,624	\$320,436,294	\$313,185,436	\$52,401,482
ASB	\$1,152,199	\$3,572,512	\$3,425,823	\$1,298,888
Debt	\$14,696,246	\$54,004,444	\$49,612,957	\$19,087,733
Capital	\$199,923,590	\$36,128,875	\$62,424,305	\$173,628,160
Transportation Vehicle Fund	\$2,763,989	\$896,517	\$611,846	\$3,048,660

## Award Winning Budget

### District earns budget award from the Association of School Business Officials International

The Association of School Business Officials International has awarded Lake Washington School District its Pathway to the Meritorious Budget Award. The award recognizes excellence in budget presentation during the 2016-17 budget year.



# Goal 5: Engage our communities

## Progress update

Great communities make great schools. Public participation and community engagement help to ensure that people are involved in decisions that effect them.

In 2016-17, the district engaged in significant public participation efforts focused on district facilities and funding for those facilities. Outreach included presentations at community meetings, mailings to the community, social media presence, advertising and more. We will continue to explore different ways to reach community members where they live and where they get their information to reach our community engagement goals.

### Building on Success: Bond eNews

Thanks to the passage of the April 2016 bond measure, new school construction is underway. A "Bond eNews" electronic newsletter is distributed to the community periodically to ensure the community receives updates on the progress of the bond projects. Community members can sign-up to receive Bond eNews by visiting: <https://www.lwsd.org/BuildingOnSuccess>.

In addition, a twice-yearly "Building on Success" mailer is sent to all homes. In order to ensure that the district is being a "good neighbor" during construction, meetings are held with neighborhoods where construction is occurring to provide information and answer questions about specific projects.

### Online Community Engagement

Given the online nature of our world, the district has expanded the use of social media to engage with parents and community members. The district's Facebook following has increased to more than 9,000 people. Facebook helps us reach more families who rely on this form of communication to get information and engage with the district.

Focus Area	Indicator	Fall 2012	Fall 2017	Target 2018
Communication and Engagement	% of community members who agree that "I receive information about LWSD on a regular basis"	73%	<b>68%</b>	85%
	% of community members who agree that "I have online access to information about school and district programs"	86%	<b>81%</b>	92%
	% of community members who agree that "LWSD schools gather feedback on important issues"	62%	<b>62%</b>	82%
	% of community members who agree that "I feel welcome in LWSD schools"	87%	<b>87%</b>	93%

### Community Volunteers

A highly involved and engaged community enhances students' school experience. The district's schools are fortunate to have a highly involved corps of volunteers that provide tremendous support to our students every day. Community, business and outside agencies partner with the district to enrich the lives and educational opportunities of students every day. Want to be a volunteer? Visit [www.lwsd.org/volunteer](http://www.lwsd.org/volunteer) for information on how to sign-up to become an LWSD volunteer.

### Committees and Task Forces

Each year parents and community members volunteer to serve on district committees and task forces. In March 2015, the district convened a *College and Career Readiness Task Force*. The Task Force includes parents, staff members and administrators. In April 2017, the Task Force recommended implementing a seven-period day for high school students. The seven-period high school day will begin in the 2018-19 school year.

In addition, a *School Start Time Advisory* committee was formed to study and analyze school schedule and start time implications. The committee has been researching and seeking feedback

on potential options. Their goal is to develop recommendations in 2018-19. You can follow the work of the Start Time Advisory Committee online, here: <https://www.lwsd.org/get-involved/task-forces/college-career-readiness-task-force/school-start-time-advisory>.

*Community Truancy Boards* include community members and school staff. They convene every few weeks as an alternative to court for students that are truant. They work to support students in avoiding truancy.

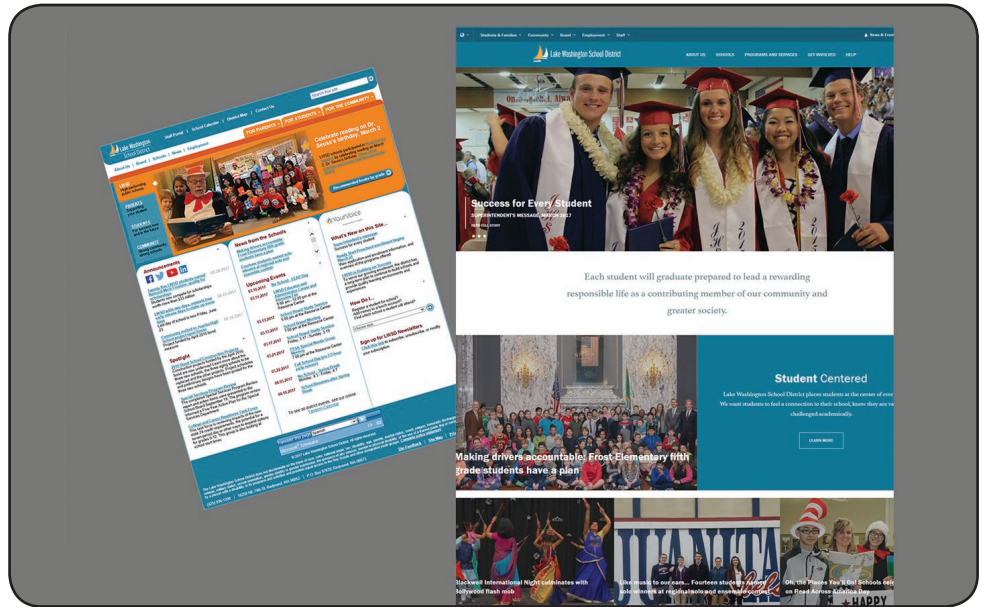
A *School/Home Communications Task Force*, which includes parents, teachers, office staff and principals, spent the spring of 2016 reviewing school mass communications tools such as school newsletters and websites. The goal is to improve regular school communication with parents. The communications department used the preliminary recommendations to develop a pilot program for school newsletters for 2016-17. The recommendations also informed a project to develop a new district website and new school websites at the end of 2016-17.



# Goal 5: Engage our communities

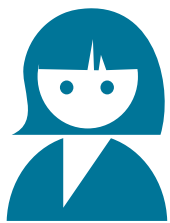
## New District and School Websites

The district launched new district and school websites in July 2017. These new websites were developed based on feedback from the *School/Home Communications Task Force*. The new websites were designed with usability in mind. They are mobile-friendly to make viewing them on a mobile device easier for our families and community members. The front page was designed to share more information about Lake Washington. The tools at the top of the page are designed to be user-friendly for our community, families, students and staff. You can view the new district website here: [www.lwsd.org](http://www.lwsd.org).



Lake Washington School District launched a new website in 2017.

# Volunteers in our schools



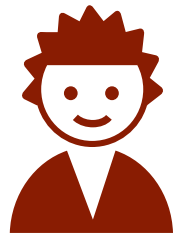
**81%**  
Parents/  
Guardians



**5%**  
Students



**Total: 15,813**



**10%**  
Community  
Members



**4%**  
Relatives

ECRWSS  
**POSTAL CUSTOMER**

## Lake Washington School District Board of Directors

The Lake Washington School District Board of Directors has the legal responsibility to direct the schools of the district. The board represents the citizens of the district. They direct the operational organization through the superintendent, who functions as the Chief Executive Officer.

Board members represent and are elected by the district as a whole. However, each director must be a resident of the specific director district whose seat they hold. That system ensures geographic diversity of representation on the board.

The Board governs the district through the use of "Policy Governance." In this framework for organizational leadership, the Board establishes and monitors organizational performance.

They set Executive Limitations, policies that set limits and boundaries for achieving organizational goals and student outcomes. They define desired outcomes for our students and the district through ends results.

These elected officials serve four-year terms. Many of these Board members have served for multiple terms, providing stability in district governance.

Board meetings are broadcast live on Comcast Channel 26 and streamed live on the district website. Videos of past board meetings, along with agendas, minutes and associated documents, are also available on the district website. The online video archive includes all regular board meetings dating back to January 2009.

**Board of Directors earned 2016-17 "Board of Distinction"**  
 LWSD's Board of Directors was one of 24 school boards in the state to be named a "Board of Distinction" by the Washington State School Directors' Association (WSSDA). The annual Boards of Distinction program honors school boards that demonstrate effective use of the Washington School Board Standards.

The Lake Washington School District does not discriminate on the basis of race, color, national origin, sex, disability, age, gender, marital status, creed, religion, honorably discharged veteran, military status, sexual orientation, gender expression, gender identity, the presence of any sensory, mental or physical disability, or the use of a trained guide dog or service animal by a person with a disability, in its programs and activities and provides equal access to the Boy Scouts and other designated youth groups. The following employees have been designated to handle questions and complaints of alleged discrimination:

<b>Civil Rights Coordinator</b>	Director of Human Resources 16250 NE 74th Street Redmond, WA 98052 (425) 936-1266 <a href="mailto:civilrights@lwsd.org">civilrights@lwsd.org</a>
<b>Title IX Coordinator</b>	Director of Student Services 16250 NE 74th Street Redmond, WA 98052 (425) 936-1289 <a href="mailto:titleix@lwsd.org">titleix@lwsd.org</a>
<b>Section 504/ADA Coordinator</b>	Director of Special Services 16250 NE 74th Street Redmond, WA 98052 (425) 936-1407 <a href="mailto:section504@lwsd.org">section504@lwsd.org</a>

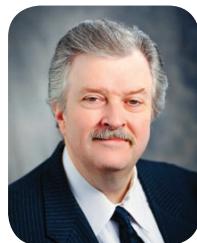
## 2017-18 Superintendent and Board of Directors



**Dr. Traci Pierce**  
 Superintendent



**Siri Bliesner**  
 School Board,  
 President,  
 District 5



**Mark Stuart**  
 School Board,  
 Vice President,  
 District 4



**Eric Laliberte**  
 School Board,  
 District 1



**Chris Carlson**  
 School Board,  
 District 2



**Cassandra Sage**  
 School Board,  
 District 3