Striving for Excellence
SULTAN SCHOOL DISTRICT
MISSION, VISION AND STRATEGIC GOALS
The Sultan School District makes decisions based on the best interest of our student's unique learning needs.
The development of this hybrid strategic plan occurred over about an 8-month period and involved input from staff, community and other school district stakeholders. The final goals and vision were developed by the Sultan School Board of Directors based on the input that was received. Throughout this process, several things emerged as very important to both the committee and the School Board. Foremost, was the commitment that our vision and goals would intentionally recognize and value the importance of post-secondary opportunities for all students, which may include college-bound, trade-school, apprenticeship program, military, or other post-secondary opportunities. Furthermore, things that continued to emerge during this process was that students should develop into young adults that have the ability to think critically and be self-sufficient. With this information in mind, the goals were set specifically with the purpose of capturing this information while also allowing the various stakeholder groups in the school district to address these goals from their vantage point in the organization.

**DISTRICT GOALS OVERVIEW**

1. **Culture**: Engage in practices that align with developing a healthy, dedicated, and effective organization centered around student growth and learning.

2. **Curriculum**: Ensure a guaranteed and viable curriculum is implemented for all subject areas at all schools.

3. **Social-Emotional Learning**: Implement age-appropriate social-emotional learning opportunities for all Sultan School District students.

4. **Early Learning**: Identify and implement pre-kindergarten programs and learning opportunities to prepare incoming kindergarten students and close the achievement gap.
### Guiding Beliefs
- All students can be critical thinkers.
- All students will develop the skills to be self-sufficient.
- Input from our staff and other stakeholders is important.
- Qualitative and quantitative data will be used to make decisions.

### Accountability
The Sultan School District will set goals that are addressed throughout the organization, measure our progress and make adjustments as needed.

### District Administration

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Superintendent</td>
<td>Dan Chaplik</td>
</tr>
<tr>
<td>Executive Director of Teaching and Learning</td>
<td>Michael Merrin</td>
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<tr>
<td>Executive Director of Student Services and Special Programs</td>
<td>Gayle Wilson</td>
</tr>
<tr>
<td>Director of Finance and Food Services</td>
<td>Daniel Baller</td>
</tr>
<tr>
<td>Technology Coordinator</td>
<td>Dave Moon</td>
</tr>
<tr>
<td>Director of Maintenance, Operations, and Transportation</td>
<td>Charlie Weaver</td>
</tr>
<tr>
<td>Director of Human Resources</td>
<td>Cyd Leahy</td>
</tr>
<tr>
<td>Director of District Athletics and Activities</td>
<td>Scott Sifferman</td>
</tr>
<tr>
<td>Superintendent’s Secretary</td>
<td>Cassie Plummer</td>
</tr>
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### Building Administration

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Principal, Sultan High School</td>
<td>Sarita Whitmire-Skeith</td>
</tr>
<tr>
<td>Assistant Principal, Sultan High School</td>
<td>Ryan Malone</td>
</tr>
<tr>
<td>Principal, Sultan Middle School</td>
<td>Nathan Plummer</td>
</tr>
<tr>
<td>Assistant Principal, Sultan Middle School</td>
<td>Thomas Kearney</td>
</tr>
<tr>
<td>Principal, Sultan Elementary School</td>
<td>Aubrey Van Orden</td>
</tr>
<tr>
<td>Assistant Principal, Sultan Elementary School</td>
<td>Christine Hillestad</td>
</tr>
<tr>
<td>Principal, Gold Bar Elementary School</td>
<td>Heather Anderson</td>
</tr>
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Mission
“Working collaboratively to achieve excellence for all students.”

Vision
Sultan School District students will graduate with the tools necessary to prepare themselves for post-graduation life. They will have the capacity to make informed decisions to find the answers to life’s challenges and be contributing members of our community.

Goals
1. **Culture**: Engage in practices that align with developing a healthy, dedicated, and effective organization centered around student growth and learning.

2. **Curriculum**: Ensure a guaranteed and viable curriculum is implemented for all subject areas at all schools.

3. **Social-Emotional Learning**: Implement age appropriate social-emotional learning opportunities for all Sultan School District students.

4. **Early Learning**: Identify and implement pre-kindergarten programs and learning opportunities to prepare incoming kindergarten students and close the achievement gap.
Goal #1 Culture

**Culture**: Engage in practices that align with developing a healthy, dedicated, and effective organization that is centered in student growth and learning.

### Strategies for Achieving Goal
- Schedule regular and focused adult professional development that is based on an articulated plan tied to school and district needs and goals.
- Utilize AVID strategies to support students’ postsecondary enrollment in trade school, apprenticeships and college.
- Effective instructional practices are consistent and visible in all classrooms.
- School Board communicates and advocates student and district needs and goals to the community.
- Effective Leadership practices are practiced in all schools, departments, and situations.
- Align district, school and classrooms goals.
- Superintendent cabinet members set goals using District Office Leadership Framework.
- Schools have articulated intervention plans in place for struggling learners.
- Time will be scheduled for staff to collaborate from different schools.

### Measurement of Success
- Professional Development plans for the district are documented, viable, and focused.
- Postsecondary enrollment into certificate or diploma program is on track for 70% by 2030.
- CEE Survey data shows positive trends (buildings and district)
- SIP Plans and walkthroughs demonstrate commitment to goal alignment.
- Cabinet members have evidence of connecting their work to school and student success.
Goal #2 Curriculum

**Curriculum:** Ensure a guaranteed and viable curriculum is implemented for all subject areas at all schools.

### Strategies for Achieving Goal

- Develop curriculum adoption plans for grade bands, content areas, and schools.
- Engage teaching staff in key roles in curriculum alignment, identification, and selection.
- Prioritize essential standard learnings from PLC’s in all content areas as guaranteed instructional standards.
- Maintain active membership and participation of an Instructional Materials Committee that follows board policy.
- Ensure that the implemented curriculum covers fewer concepts in greater depth.
- Articulate what students must learn by defining what skills students need to successfully meet content or grade level standards.

### Measurement of Success

- Funds have been expended in each budget cycle to meet curriculum purchase schedule.
- Staff is involved in developing and identifying curriculum that is on the adoption schedule.
- Instructional materials committee minutes document the work of the IMC committee and what curriculum recommendations have been made to the school board for adoption.
- Ongoing professional development is planned and delivered around adopted curriculum in the years after the curriculum is originally adopted.
- Scope and sequence of district approved curriculum is posted under teacher and learning on the district website.
Goal #3
Social-Emotional Learning

**Social-Emotional Learning**: Implement and integrate age appropriate social-emotional learning opportunities for all Sultan School District students.

**Strategies for Achieving Goal**
- Provide professional development for staff to understand the purpose and value of providing SEL instruction.
- The school SIP plan identifies social-emotional learning as a school goal and specifies viable timeframes to teach it.
- Each building leadership team is involved in the planning and implementation of SEL curriculum.

**Measurement of Success**
- The CEE survey indicates improved district commitment to social-emotional learning.
- An SEL curriculum is in place and used by teaching staff in each school.
- SEL survey indicates improved student performance on SEL indicators.
- School goals reflect adjustments that are made each year based on student behavior data and need.
Goal #4 Early Learning

Early Learning: Identify and implement pre-kindergarten programs and learning opportunities to prepare incoming kindergarten students and close the achievement gap.

Strategies for Achieving Goal

- A preschool model has been identified and/or developed for implementation.
- Identify space for the program.
- Utilize child find and other communication processes to identify potential students.
- Consider the procedure set forth by OSPI that allows for the district to receive apportionment for the enrolled students during program design.
- Budget the necessary resources to set up the program.
- Engage parents in this preschool program or other Ready for Kindergarten programs.

Measurement of Success

- Once the program has been implemented, WAKids data demonstrates improved Kindergarten readiness for our students.
- Program space has been secured.
- The established budget covers the programs start up and implementation needs.
- Meeting minutes or district documents reveal that curriculum has been purchased and the overall program of instruction has been identified.
- Staff who will work in the program have been identified.