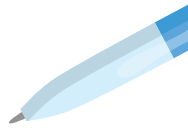




OSPI STRATEGIC GOALS



OSPI supports and empowers students, educators, families, and communities through equitable access to high-quality curriculum, instruction, and supports. Our shared focus is supporting **all** of our state's learners by providing coordinated, data-driven resources and supports to school districts. At the center of our work are our commitments to eliminating opportunity gaps and to supporting students furthest from educational justice. We are committed to undoing deficit narratives, policies, and practices; and building our knowledge and leadership for anti-racist policy and implementation. To make progress on these commitments, OSPI must conduct agency business differently.

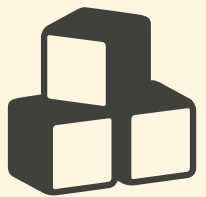
GOAL 1

Equitable Access to Strong Foundations

Increase student access to and participation in high-quality early learning and elementary by amplifying and building on inclusive, asset-based policies and practices.

Initial Objectives:

- Universal access to pre-K
- New K–3 literacy focus
- Universal access to dual language learning by elementary



GOAL 2

Rigorous Learner-Centered Options in Every Community

Provide all students with access to challenging coursework, culturally responsive and anti-racist curriculum, and pathways to graduation and beyond that meet their unique interests.

Initial Objectives

- Access to meaningful High School and Beyond Planning for all students beginning in 7th grade
- Equitable access to dual credit courses
- Flexibility in the 24-credit graduation requirement, providing for custom-tailored pathways and options



GOAL 3

A Diverse, Inclusive, and Highly Skilled Workforce

Prepare all students with educators who are reflective of our global society by increasing access to a workforce that is diverse, culturally responsive, and racially literate.

Initial Objectives

- Access to residency experience for all pre-service educators
- Educators and school staff that reflect the diversity of the students they serve
- Opportunities and access to high-quality professional learning for in-service educators



GOAL 4

A Committed, Unified, and Customer-Focused OSPI

Support school districts through consistent, timely, and meaningful funding and supports that center the needs of students. Agency operations are unified in facilitating services and resources in alignment with the commitments in our strategic goals.



How We Make Progress

Progress on each of our goals will require work from all departments within OSPI. We must coordinate and align our internal initiatives, programming, and resources; as well as leverage external partnerships to advocate for changes in policy and to build statewide capacity.

Centering our work around our strategic goals will require diligence and courage from every member of the OSPI team. It will require fortitude and determination to take action on new ways of doing our work, applying an anti-racist lens to every policy, underwriting each of our efforts with data, and applying a consistent decision-making framework that grounds every aspect of our work in our strategic goals.

When making decisions or considering potential changes to policy, programming, or funding, we will think critically about the following guiding questions:



How will this increase student equity and access?



How will this accelerate student learning?



Have we examined how our current resources, expertise, and existing efforts can support this work?

How We Measure Success:

Our strategic goals are deliberately aspirational. Progress will require continued, effective collaboration and advocacy with our stakeholders and partners, as well as continued work to improve our internal structures and processes in support of our goals. OSPI's leaders will build out progress measures within their sections of the agency in support of our strategic goals.

Initial measures of our progress are included below.

Strategic Goal	Initial Measures of Our Progress
<i>Equitable Access to Strong Foundations</i>	• Increased access to and participation in Transitional Kindergarten • Gap-closing growth in WaKIDS scores • Gap-closing growth in 4th grade assessment scores • Access to dual language learning by kindergarten • Growth in the percentage of students with disabilities learning in the general education setting with their peers
<i>Rigorous Learner-Centered Options in Every Community</i>	• Expanded options to meet credit requirements in 11th and 12th grades • Access and completion rates of dual credit courses • Gap-closing growth in 8th and 10th grade assessment scores • Graduation rates by student group
<i>A Diverse, Inclusive, and Highly-Skilled Workforce</i>	• Increased racial diversity of educators and administrators • Increased number of bilingual educators and school staff
<i>A Committed, Unified, and Customer-Focused OSPI</i>	• Increased percentage of staff feeling connected to our mission (Employee Engagement Survey) • Improved customer service perception and feedback