



Strategic Plan

2009-2014

Student Achievement

Student Engagement

Safe, Welcoming Schools

Parent & Community Partnerships

Communication

Effective Use of Resources

Board Approved 4.19.12

STRATEGIC PLAN – GOAL # 1
STUDENT ACHIEVEMENT

GOAL: *ALL STUDENTS WILL MEET OR EXCEED PROFICIENCY IN CORE CONTENT AREAS*

Target A: Essential Learnings—Instructional staff will identify, understand, and use common K-12 curriculum in core content areas for all students.

- *Strategy 1:* Develop and implement K-12 common curriculum in the core content areas.
 - Define essential learnings for all core content areas aligned to the California Content Standards
 - Publish K-12 essential learnings
 - Develop content area pacing guides
 - Provide ongoing staff development for principals and teachers
- *Strategy 2:* Develop and implement a K-12 collaborative district culture.
 - Support vertical and horizontal school collaboration teams
 - Develop district vertical and horizontal collaboration teams
 - Provide time for team collaboration
 - Implement a system wide continuous improvement model
 - Establish a K-12 district Curriculum Council
 - Utilize district in-house expertise

Target B: Instruction—Staff will identify, understand and implement effective standards-based classroom instruction.

- *Strategy 1:* Develop a K-12 professional toolbox: “Essential Elements of Instruction.”
 - Identify common research-based instructional practices that promote academic rigor
 - Identify common research-based effective lesson planning strategies
 - Identify research-based age/grade level appropriate teaching strategies
 - Evaluate current programmed materials to ensure alignment with grade level essential learnings
 - Review and update annually
- *Strategy 2:* Implement “Essential Elements of Instruction” K-12.
 - Develop common expectations for implementation
 - Provide staff development for principals and teachers
 - Provide a calendar of trainings
 - Utilize a continuous improvement model
 - Utilize district in-house expertise

Target C: Assessment— Instructional staff will use data to improve student achievement.

- *Strategy 1:* Develop and implement systematic processes that make data easily accessible.
 - Implement *Data Director* software
 - Provide staff development to help staff understand and use the new system
 - Provide staff development for writing and analyzing SMART-e goals for each grading period
 - Create and implement periodic formative assessments of essential learnings
 - Create common paced standards summative assessments
 - Establish a published district calendar for paced standards summative assessments
- *Strategy 2:* Develop and implement systematic processes to use data to inform instructional practices and identify student interventions.
 - Provide staff development for data dialogue protocols
 - Provide staff development on how to use the data to inform instruction and identify student interventions
 - Identify common language of interventions for struggling students
 - Implement a Pyramid of Interventions at all sites
 - Implement a system wide continuous improvement model
 - Reflect, monitor, and readjust SMART-e goals
 - Provide structures for sharing and celebrating successes

Target D: Narrowing the Achievement Gap—Strategies will be refined to narrow the achievement gap of identified student subgroups (English Language Learners, Special Education and Socio-Economically Disadvantaged Students).

- *Strategy 1:* Define district curriculum and instructional strategies for targeted students.
 - Provide appropriate materials and instructional opportunities
 - Provide instructional staff development for teachers, support staff and principals
 - Implement systemic intervention plan: “Response to Intervention” (RtI)
- *Strategy 2:* Reiterate and ensure the use of data to inform instructional practices and prescribe student interventions.
 - Utilize the systematic collection of formative and summative data to inform instruction and provide appropriate interventions
 - Provide a K-12 systemic pyramid of intervention for students not learning including: teacher/classroom interventions, site-based interventions and district-based interventions
 - Review the current Student Study Team structure and align to district-wide common system
 - Review the current Resource and Special Day Class programs and services

Target E: Gifted and Talented Education (GATE) – Expand the opportunities for depth and complexity of instruction for advanced students.

- *Strategy 1:* Evaluate and establish K-12 high expectations and consistency throughout district GATE program.
 - Identify, create and implement a standard for research-based common instructional strategies that provide depth and complexity to the core content areas
 - Provide staff development for principals, staff, and teachers
 - Establish common qualifications for training and assigning GATE teachers
 - Refine the identification process for Gifted and Talented students
 - Implement the identification process consistently throughout the district
 - Develop and implement interventions for struggling GATE students
 - Assess effectiveness of GATE program annually

STRATEGIC PLAN- GOAL #2 STUDENT ENGAGEMENT

GOAL: STUDENTS WILL BE CHALLENGED WITH ACADEMIC RIGOR, ENGAGED WITH RELEVANCE, AND PROVIDED OPPORTUNITIES TO EXPLORE A VARIETY OF EDUCATIONAL OPTIONS.

Target A: Each school will identify and publicize the curricular programs, co-curricular programs, and other enrichment opportunities that increase student engagement and strengthen student connection to school.

- *Strategy 1:* Each site will assess its current and planned programs that impact student engagement.
 - Conduct an audit to assess currently offered curricular programs co-curricular programs, and other enrichment opportunities at each site
 - Analyze data on curricular programs, co-curricular programs, and other enrichment opportunities throughout the district
 - Set measurable goals correlated to curricular programs, co-curricular programs, and other enrichment opportunities at each school
 - Monitor, evaluate, and refine the effectiveness of curricular programs, co-curricular programs, and other enrichment opportunities at each school

Target B: Strategies will be developed to increase the variety of program personalization and student educational options to maximize student engagement.

- *Strategy 1:* Each school will identify and implement strategies that will ensure student input on curricular and co-curricular program selection, design, and implementation to increase student engagement.
 - Assess the current student feedback processes
 - Determine and select effective student feedback processes
 - Set measurable goals to determine the impact of implementation of effective feedback processes at each school
 - Monitor, evaluate, and refine the effectiveness of implementation of these processes at each school
- *Strategy 2:* Incorporate student voice in the design and implementation of student engagement strategies.
 - Develop appropriate student and parent surveys to assess student engagement
 - Identify target areas based on data collected
 - Select appropriate classroom practices for implementation to support identified target areas at each school
 - Set measurable goals correlated to staff development and student engagement
 - Monitor, evaluate, and refine the effectiveness of classroom practices relating to student engagement by integrating student voice

- *Strategy 3:* Define and establish a rigorous, relevant instructional program that includes technology.
 - Develop common expectations for implementation of classroom practices to maximize student engagement
 - Implement identified practices
 - Create a monitoring system for fidelity of implementation of the identified classroom practices
 - Provide differentiated instructional coaching and high quality feedback to develop teacher skill and efficacy
 - Evaluate the amount and effectiveness of homework assigned
 - Set measurable goals correlated to staff development and student engagement
 - Monitor, evaluate, and refine the effectiveness of classroom practices relating to student engagement

- *Strategy 4:* Incorporate a focus on careers and relevant learning experiences to ensure each student's ownership of their individual instructional program.
 - Assess current practices on career choices and relevant learning experiences
 - Develop a plan for freshmen to choose a Career Pathway
 - Select and develop appropriate classroom practices for implementation to support career choices and relevant learning experiences

Target C: Each school will solicit and utilize parent and community participation to increase student engagement.

- *Strategy 1:* Develop and publicize a plan for each school to incorporate business partnerships and out of school learning experiences in their educational program.
 - Assess existing successful school/business partnerships
 - Develop a district and site plan to collect resources and share with staff
 - Determine site appropriate partnerships to pursue
 - Identify out of school learning experiences for students

**STRATEGIC PLAN – GOAL #3
SAFE, WELCOMING SCHOOLS**

GOAL: ***STUDENTS WILL LEARN AND STAFF WILL WORK IN A SAFE, WELCOMING ENVIRONMENT.***

TARGET A: All school sites will engage in activities designed to build school pride and morale.

- *Strategy 1:* Build student pride and morale by increasing opportunities for recognition of their efforts.
 - Each site will implement a positive behavior recognition program and report on those successes regularly through their school newsletters, local newspaper and notifications to parents
 - Each site will celebrate the successes of their feeder schools (i.e. school marquees, school newsletters)

- *Strategy 2:* Build staff pride and morale by recognizing employees' excellence and demonstrating appreciation for their efforts.
 - Increase the *Outstanding Customer Service Employee of the Month Program* to include all staff
 - Recognize outstanding employees regularly in newsletters and daily bulletin boards
 - Increase positive messages to staff

TARGET B: All school sites will take steps to further enhance parent and community involvement.

- *Strategy 1:* Improve communication with parents and the community.
 - Develop communication trees from the district level on down
 - Increase access to translators for our bilingual parents
 - Increase the number and frequency of contacts with parents and the community, particularly communication regarding safety issues

- *Strategy 2:* Increase the number of opportunities for parent and community involvement.
 - Invite incoming students and their parents to an Orientation Day
 - Provide ongoing opportunities for parents to learn about academic programs, safety issues, and effective discipline strategies
 - Seek the assistance of community organizations to help fund school programs

TARGET C: School staff and students will receive training to facilitate the creation of safe, welcoming schools.

- *Strategy 1:* Provide information to students, staff and parents on current safety issues, such as cyber-crime, bullying and drug/alcohol abuse.
 - Provide all staff with annual district or site-based training
 - Require walk-on coaches to undertake additional safety and procedural training as part of the hiring process
 - Focus trainings on proactive strategies for identifying and eliminating potential problems
 - Offer parents opportunities for training on these topics free of charge on an annual basis
- *Strategy 2:* Provide all staff training on effective customer service.
 - Implement a “trainer- of- trainers” model to educate OUSD staff
 - Provide all new employees with a customer service handbook and reinforce the importance of customer service during a new-hire orientation
 - Provide customer service trainings throughout the year
- *Strategy 3:* Provide cultural proficiency education for staff and students.
 - Design and provide workshops that permit students and staff to collaborate together to better understand and improve cultural awareness

TARGET D: All school sites will collaborate with Student and Community Services (SCS) to improve OUSD safety procedures and policy enforcement.

- *Strategy 1:* Review, revise and implement safety policies and procedures.
 - Review local school placement committee procedures
 - Review and modify disciplinary consequences
 - Continue the ongoing development and revision of site safety plans as a foundation for disaster preparedness
- *Strategy 2:* Improve each school’s ability to recognize and address safety issues.
 - Track and evaluate safety data through AERIES
 - Design new strategies/responses for dealing with the relevant issues
 - Continue to collaborate with police, fire, social services, and other safety agencies
 - Require students and staff to wear school ID badges
 - Provide a school-specific, anonymous WE-TIP line
 - Increase adult visibility by including key supervisory locations and a delineation of supervisory responsibilities in each school’s Safety Plan
- *Strategy 3:* Modify current support structures to enhance the effectiveness of safety policies.
 - Share available resources between schools and offices when possible
 - Provide additional disciplinary placement options for students
 - Expand Positive Behavior Intervention Support (PBIS)

**STRATEGIC PLAN – GOAL #4
PARENT AND COMMUNITY PARTNERSHIPS**

GOAL: ***WE WILL DEVELOP MEANINGFUL PARTNERHIPS WITH OUR PARENTS AND COMMUNITY, ALL CONTRIBUTING TO THE SUPPORT OF OUR STUDENTS IN ACHIEVING SUCCESS.***

Target A: Parent/School Partnerships
Examine current parent involvement practices.

Strategy 1: Increase, encourage, and recognize opportunities for parent involvement to support student success.

- Institute a Welcome Club of school ambassadors at each school for new students, families and guests
- Share the celebration of successes through newspapers, newsletters, web page, community events, marquees, and Black Board sites
- Feeder schools will share successes
- Encourage community to subscribe to listserv via opening day packets

Strategy 2: Enhance the awareness and improve the effectiveness of existing communications.

- Measure communication usage and adjust, to meet the needs of parents, students and staff
- Develop an OUSD central translation web page on the OUSD portal
- Provide district-wide parent trainings
- Expand the district's master events calendar by including additional school events
- Develop theme or focus areas for the *School News-Roll Call*

Target B. Business/Community Partnerships
Collaborate with external community to create opportunities for partnerships.

Strategy 1: Increase, encourage, and recognize opportunities for community involvement to support student success.

- Survey OUSD and community for needs and services
- Establish community and corporate Open Houses to showcase schools
- Increase leadership attendance and presentations at local service clubs and Chambers of Commerce
- Expand annual *Principal for the Day* program

● *Strategy 2:* Utilize expertise of community volunteers in our schools.

- Include higher education, grandparents, service clubs, senior citizens
- Cultivate a central contact person at the District Office
- Create a directory of community resources which include opportunities, services and needs of businesses, alumni, senior citizens, organizations, and higher education institutions
- Add community resource links to the web site
- Continue to develop and share business and community partnerships

STRATEGIC PLAN – GOAL #5 COMMUNICATIONS
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GOAL: ***WILL BE A TRANSPARENT ORGANIZATION THAT IS CHARACTERIZED BY OPEN, TWO-WAY 21ST CENTURY COMMUNICATION.***

Target A: The District will re-evaluate its Communication Plan

- *Strategy 1:* Increase the effectiveness of communication internally and externally.
 - Complete an audit of current methods and capabilities of internal and external communication
 - Identify preferred method of communication
 - Develop a plan with benchmarks of communication expectancies
 - Teacher communication to parents
 - School/principal communication to school community
 - District to community and staff
 - Create professional development core competencies for internal and external usage
 - Evaluate technology tools annually

- *Strategy 2:* Improve the amount and quality of communicated content while expanding the role of technology.
 - Establish the baseline content that will be communicated by our district office and school sites
 - We will communicate all information that affects our district
 - Involve staff and community to validate and provide input for continued improvement
 - Establish a philosophy of our culture and climate that promotes open and honest communication
 - Provide opportunities for open communication, such as an anonymous Suggestion Box on the OUSD web site

**STRATEGIC PLAN – GOAL #6
EFFECTIVE USE OF RESOURCES**

GOAL: ***WE WILL USE OUR RESOURCES EFFECTIVELY WITHIN A CULTURE OF SYSTEMIC PRACTICES THAT SUPPORT OUR PRIORITIES FOR TEACHING AND LEARNING.***

Target A: Establish priority budgeting that focuses financial resources on district goals.

- *Strategy 1:* Identify specific educational goals.
 - Develop and prioritize goals based on student achievement
 - Establish targeted budget allocations by goal
 - Annually update and refine educational goals and budgets based on measured outcomes
- *Strategy 2:* Identify funding sources to provide support for goals.
 - Develop a list of funding sources to support specific goals
 - Identify ongoing and one-time funding for allocation to appropriate long and/or short-term goals
 - Research targeted grant-writing opportunities for specific goals
- *Strategy 3:* Incorporate funding priorities in the district budget.
 - Provide line item budget detail identifying specific goal funding
 - Establish public reporting for goal outcomes
 - Reallocate funding for those allocations annually
 - Develop district budget committee

Target B: Maximize revenue and minimize expenditures.

- *Strategy 1:* Evaluate surplus and underutilized properties for revenue generation opportunities.
 - Identify commercial uses and potential revenues for already identified surplus properties
 - Survey all real property and identify under utilized sites for alternative district uses or inclusion in the surplus properties list
 - Explore development/sales/lease strategies to maximize ongoing revenue
- *Strategy 2:* Maximize revenue by increasing student attendance.
 - Establish site-specific attendance goals
 - Develop attendance information fliers for parents
 - Provide a vehicle for parents to reimburse lost Average Daily Attendance (ADA)
 - Publish changes in student attendance
- *Strategy 3:* Expand energy saving opportunities.
 - Provide ongoing site surveys to identify unnecessary energy consumption
 - Establish site-specific energy reduction goals
 - Explore new technologies to reduce energy/water consumption
 - Publish changes in energy consumption

Target C: Standardize and expand the use of technology in classrooms.

Strategy 1: Utilize classroom teacher expertise to develop technology centered teaching standards.

- Identify teachers who are maximizing the use of interactive technology in elementary, middle and high schools
- Provide adequate support to identified teachers to develop interactive staff development
- Annually update and expand interactive staff development

● *Strategy 2:* Develop standards for technology in classrooms.

- Establish list of essential equipment necessary to maximize effective teaching utilizing interactive technology
- Identify approved manufacturers and vendors to supply equipment and software
- Publish an annually updated price list for dissemination to school administrators, teachers, parent organizations and clubs

● *Strategy 3:* Develop support standards for classroom technology.

- Identify minimum support requirements associated with classroom technology including materials, equipment, software and labor
- Establish costs necessary to support classroom technology
- Publish an annually updated price list for dissemination to school administrators, teachers, parent organizations and clubs