



# Strategic Plan

# 2009-2012

**Student Achievement**

**Student Engagement**

**Safe, Welcoming Schools**

**Parent & Community Partnerships**

**Communication**

**Effective Use of Resources**

**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” (Rtl)
- **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 Child Welfare & Attendance (CWA) 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**

**GOAL:**        ***WILL BE A TRANSPARENT ORGANIZATION THAT IS CHARACTERIZED BY OPEN, TWO-WAY 21<sup>ST</sup> 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