

APPENDIX 2

Strategic Operating Plan Implementation Matrix (2015-2018)

Years of Implementation Key:

Year 1 = 2015-2016 school year

Year 2 = 2016-2017 school year

Year 3 = 2017-2018 school year

GOAL 1: IMPROVE TEACHER AND LEADER QUALITY AND RETENTION					
STRATEGY 1: Develop and implement a talent management (acquisition and development) strategy to improve teacher and principal effectiveness			Yr. 1	Yr. 2	Yr. 3
1	Recognize outstanding teachers and administrators for their effectiveness in improving student achievement/success/outcomes in the Oxford Public Schools (OPS).		✓	✓	✓
2	Implement school-wide team building programs that encourage staff members to work together in a collaborative out of school environment/venue.		✓	✓	✓
3	Develop, implement, and analyze the results of yearly individual teacher interviews and exit interviews to revise practices around the retention of teachers/leaders.		✓	✓	
4	Hire all staff, with the exception of unanticipated vacancies, prior to June 30 th for the coming school year.			✓	✓
5	Develop a recruitment plan by establishing a teaching internship/student-teacher partnership with teacher preparation programs through local colleges and universities		✓	✓	✓
6	Develop a district-wide document/survey to determine principal effectiveness.		✓	✓	
STRATEGY 2: Reorganize and expand district leadership capacity to implement and sustain the Strategic Operating Plan.			Yr. 1	Yr. 2	Yr. 3
1	Create a leadership development program that provides opportunities for current Oxford educators to become school leaders.		✓	✓	
2	Create a teacher academy to build capacity within the district to develop future leaders.			X	
STRATEGY 3: Develop a system for evaluation of teachers and administrators based on achievement, growth of students, and client satisfaction.			Yr. 1	Yr. 2	Yr. 3
1	Administer and analyze district-wide client satisfaction surveys.		✓	✓	✓
2	Continuously review and modify Oxford Public Schools' teacher and administrator evaluation plans based on SEED.		✓	✓	✓
STRATEGY 4: Develop a comprehensive system of professional learning informed by teacher and leader evaluation.			Yr. 1	Yr. 2	Yr. 3
1	Create a comprehensive district-wide survey to gauge professional development needs for all staff and for individual needs of teachers and administrators.		✓	✓	✓
GOAL 2: REMOVE BARRIERS TO SUCCESSFUL INSTRUCTION FOR ALL STUDENTS THROUGH HIGH-QUALITY CORE GENERAL EDUCATION PRACTICES AND TARGETED INTERVENTIONS FOR STUDENTS EXPERIENCING LEARNING, EMOTIONAL OR BEHAVIORAL DIFFICULTIES.					
STRATEGY 1: Implement Scientifically Research-Based Interventions (SRBI) at all grade levels that provide the appropriate support, resources, and materials in reading and math, and Positive Behavior Intervention and Supports (PBIS) across all district-operated schools.			Yr. 1	Yr. 2	Yr. 3
1	Inventory and evaluate Core, Tier II, and Tier III instruction and interventions PK - 12.		✓		
2	Prioritize Core, Tier II, and Tier III intervention needs based on inventory and evaluation.		✓		
3	Expand Core Instruction to ensure proper balance between the Core Instruction and Tier II and III interventions.		✓	✓	
4	Develop a student progress-monitoring system to measure the effectiveness of instruction and interventions at each school.			✓	
5	Develop and implement the student data/progress-monitoring system to measure the effectiveness of PBIS at each school.			✓	✓
STRATEGY 2: Revise and implement an Early Intervention Process (EIP) to reduce over-identification and improve the effectiveness of Special Education programs/services.			Yr. 1	Yr. 2	Yr. 3
1	Conduct a third-party audit of the current Early Intervention Process.		✓		
2	Adjust and monitor the Early Intervention Process at each school based on the results of the third-party audit.			✓	✓
3	Monitor and adjust interventions based on student progress-monitoring data.			✓	✓
STRATEGY 3: Provide additional learning time for students.			Yr. 1	Yr. 2	Yr. 3

	Use PLATO as a credit recovery option and/or on-line opportunities for independent studies.	✓	✓	✓
2	Increase student access to online educational courses of study at WHS Academies to enhance and accelerate academic progress.		✓	✓
3	Develop a voluntary fourth session at the middle and high school level to enhance and accelerate academic progress.		✓	✓
GOAL 3: IMPROVE INSTRUCTION FOR ALL STUDENTS				
STRATEGY 1: Implement service delivery models that will improve effectiveness of programs/services for English Learners.		Yr. 1	Yr. 2	Yr. 3
1	Monitor and adjust the program and/or service delivery models, amount of services, and staffing ratios according to the linguistic and academic proficiency levels of students.		✓	✓
2	Staffing between tutor and regular teaching staff to ensure communication of strategies, modifications, and progress of EL students.	✓	✓	✓
STRATEGY 2: Provide relevant and up-to-date professional development by the State Department of Education to ensure maximum student support and success to all service providers and teachers of EL students.		Yr. 1	Yr. 2	Yr. 3
STRATEGY 3: Implement service delivery models in grades PK-12 that will improve the effectiveness of programs/services for Special Education students and reduce over-identification of such programs.		Yr. 1	Yr. 2	Yr. 3
1	Audit Individual Education Plans (IEPs) district-wide using the Educational Benefit review process annually and adjust the PPT decision-making process.	✓	✓	✓
2	Establish a four- or five-year graduation plan that aligns with Student Success Planning and Student Transition Planning to prepare students for career and college readiness.	✓	✓	✓
3	Ensure that Planning and Placement Teams (PPT) design IEPs through which students meet graduation requirements as measured by an increased graduation rate of students identified for Special Education.	✓	✓	✓
STRATEGY 4: Provide relevant and up-to-date professional development by the State Department of Education to ensure maximum student support and success to all service providers and teachers of Special Education students.		Yr. 1	Yr. 2	Yr. 3
STRATEGY 5: Develop and implement a PK-12 student assessment and data management plan to track student progress and outcomes on the measures of the Strategic Operating Plan.		Yr. 1	Yr. 2	Yr. 3
1	Design a district assessment system that includes national, state, and district student measures that provides a detailed profile of students' individual and group progress annually.	✓		
2	Provide PD to ensure faculty are able to load pertinent school-based data into student profiles.		✓	
3	Enable district analysis of student outcomes relative to the measures of the Strategic Operating Plan by populating a data warehouse.		✓	✓
4	Create a timeline for data analysis and reporting to various stakeholders that includes an annual Board of Education retreat.	✓		
STRATEGY 6: Acquire and implement a K-5, research-based core math program and appropriate intervention programs at each grade level.		Yr. 1	Yr. 2	Yr. 3
1	Develop and implement the rollout plan for the new core math program at the elementary level.	✓		
2	Adopt a math intervention program for each grade level K - 5.		✓	
3	Adopt a menu of evidence-based tiered interventions at each grade level K-5.			✓
4	Provide professional learning to school administrators in monitoring the implementation of curriculum and quality of instruction through a walk-through procedure.	✓	✓	✓
STRATEGY 7: Acquire and implement a 6-8, research-based core math program and appropriate intervention programs at each grade level.		Yr. 1	Yr. 2	Yr. 3
1	Investigate and pilot a research-based math program at the 6-8 level.	✓		
2	Develop and implement the roll-out plan for the new core math program at the 6-8 level.		✓	
3	Adopt a math intervention program for each grade level 6-8.			✓
STRATEGY 8: Acquire and implement a K--8, research-based Literacy/English Language Arts (ELA) program and reading intervention programs at each grade level.		Yr. 1	Yr. 2	Yr. 3

1	Investigate and pilot a research-based Literacy/ELA program at the K-8 level.	✓		
2	Develop and implement the roll-out plan for the new core Literacy/ELA program at the K-8 level.		✓	
3	Adopt a Literacy/ELA intervention program for each grade level K-8.			✓
STRATEGY 9: Acquire and implement a 4-8, inquiry-based science program.		Yr. 1	Yr. 2	Yr. 3
1	Investigate and pilot programs/materials I for each grade level 4 - 8.		✓	
2	Develop a rollout plan for the implementation of the new inquiry-based science program in grades 4 - 8.			X
STRATEGY 10: Conduct a course audit at OHS to determine whether courses are currently designed and delivered to meet various learning needs of our student population. Determine whether current courses need to be adjusted to meet those needs or additional courses need to be added.		Yr. 1	Yr. 2	Yr. 3
1	Develop guiding questions for OHS Department Chairs to conduct course reviews with members of their department. Following the review process, DCs will meet with the OHS Leadership team to make recommendations for individual course changes to course sequencing/offerings.	✓		
2	Review the dual-enrollment, ECE course offerings at surrounding schools and determine whether policies at OHS should be amended to expand offerings.	✓		
STRATEGY 11: Implement a comprehensive 3-12 program for students with advanced learning needs.		Yr. 1	Yr. 2	Yr. 3
1	Implement procedures for the identification of students with advanced learning needs.	✓		
2	Research and adopt an Enrichment Triad model for students in grades 3 – 9.	✓		
3	Implement the adopted Enrichment model for students in grades 3-9.		✓	
4	Expand Advanced Placement and Early College Experiences courses for students in grades 10 – 12.		✓	
STRATEGY 12: Create and implement a college/career-ready PK-12 curriculum in reading, math, writing, and science aligned with the Connecticut Core State Standards (CCS).		Yr. 1	Yr. 2	Yr. 3
1	Create a 3-year district curriculum development, writing, and revision plan/cycle.	✓		
2	Revise and implement the Pre-K curriculum to align with the changes in the Connecticut Pre-School Curriculum Framework (aligned to the CCS for Kindergarten).		✓	✓
3	Align and implement reading/ELA curriculum in all grades following the unit design model of the CCS.	✓		
4	Align and implement mathematics curriculum in all grades following the unit design model of the CCS.		✓	
5	Align and implement social studies in all grades following the unit design model of the CCS.			✓
6	Align and Implement the science curriculum in all grades following the unit design model of the CCS.			✓
7	Align and Implement all other curricular areas in all grades following the unit design model of the CCS.			✓
8	Embed the three types of writing (informational/narrative, opinion and argumentative) into all K-12 curriculum documents across all content areas.	✓	✓	✓
9	Implement a grades 6– 12 College Counseling Program that includes on-line student portfolios for Student Success Plans.	✓	✓	✓
GOAL 4: IMPROVE THE MANAGEMENT OF PUBLIC RESOURCES				
STRATEGY 1: Re-evaluate student transportation routes to ensure efficiency in duration and capacity levels.		Yr. 1	Yr. 2	Yr. 3
1	Revise and implement the district transportation policy, if needed.	✓		
2	Bid the general transportation contract for the district.			✓
STRATEGY 2: Achieve greater return on investment, transparency, and efficiency in the allocation and expenditure of local, state, and federal education funds.		Yr. 1	Yr. 2	Yr. 3
1	Create an annual all-funds budget.	✓	✓	✓
2	Allocate a minimum of 70% of general budget funds annually to the schools.	✓	✓	✓

3	Align new and existing special funds to support the strategies of the Strategic Operating Plan.	✓	✓	✓
4	Approve budgets annually at the school level through the School Improvement Teams before submission to the Superintendent.	✓	✓	✓
5	Employ “best practices” in district financial management, including the acquisition of all state revenue/reimbursement for which the district is eligible.	✓	✓	✓
STRATEGY 3: Provide safe and effective learning environments for all students and ensure long-term stewardship of school buildings through development and implementation of a 10-year Facilities Master Plan (FMP).		Yr. 1	Yr. 2	Yr. 3
1	Update and reassess safety and security plans at each school and the district as needed.	✓	✓	✓
2	Set/select renovation priorities and a multi-year timeline for implementation based on the FMP.		✓	✓
3	Initiate application for state approval and reimbursement for priority project(s).		✓	✓
4	Construct or renovate facilities to support school design specifications and community needs as delineated by the FMP.		✓	✓
5	Maintain and update the five-year Capital Improvement Plan (CIP) for all schools aligned with the FMP.		✓	✓
GOAL 5: INCREASE PARENT/FAMILY AND COMMUNITY INVOLVEMENT AND SUPPORT				
STRATEGY 1: Increase parent/family engagement, accountability, and involvement at each school to enhance student success.		Yr. 1	Yr. 2	Yr. 3
1	Create, train and support School Improvement Teams.	✓	✓	
2	Provide information for families of English Learners about EL program/service options.	✓	✓	✓
3	Provide information for families of Special Education students about Special Education program/service options.	✓	✓	✓
4	Provide information for families of Tier 2 and Tier 3 students about program/service options.	✓	✓	✓
5	Provide information for families regarding the CCS, Literacy/ELA/Math units of study, SBAC testing, and NWEA-MAP testing.	✓	✓	✓
6	Strengthen the partnership between school and families by providing varied and wide volunteering opportunities with the school.	✓	✓	✓
7	Provide information to students and their families about high school options and college/career pathways.	✓	✓	✓
STRATEGY 2: Expand university, community, and institutional partnerships that add value and expand student learning opportunities.		Yr. 1	Yr. 2	Yr. 3
1	Create and strengthen the partnership with United Way to garner funds for after-school programming and summer learning opportunities.	✓	✓	✓
2	Strengthen the partnerships with local businesses and organizations to provide opportunities for internships and apprenticeships for middle and high school students.	✓	✓	✓
3	Establish partnerships with local businesses and organizations to provide community service opportunities for middle and high school students.	✓		
4	Create a protocol to outline community service requirements for middle and high school students.	✓		
5	Require students to complete 10 hours of community service per year in grades 6-8 and 15 hours of community service per year in grades 9-12.		✓	✓
6	Strengthen the partnership with ACES to increase efficiency, enhance access to regional educational opportunities, and improve teacher quality.	✓	✓	✓
7	Establish dual-credit courses through local universities and colleges.			✓
STRATEGY 3: Provide parents with greater opportunities for academic choices, programs, and pathways based on the needs and interests of their children.		Yr. 1	Yr. 2	Yr. 3
1	Develop a set of regional intra-district and inter-district high school level choices for Oxford families		✓	✓
2	Create after school/summer school programs to offer a wider variety of academic choices and programs based on the needs and interests of children.		✓	✓

3	Initiate and offer additional world languages in grades 6 – 12.	✓	✓	✓
4	Create and strengthen an enrichment program to offer a wider variety of academic choices and programs based on the needs of the children.		✓	✓
5	Develop a world languages introduction program in grades K-5.		✓	✓
STRATEGY 4: Measure and increase the level of satisfaction of parents, students, and teachers with its schools.		Yr. 1	Yr. 2	Yr. 3
1	Establish a team of staff members to create parent, student, and teacher surveys to analyze and report annually.	✓		
2	Develop a statistically valid measure of parents' satisfaction with the school their child attends, and analyze and report actionable results annually.	✓	✓	✓
3	Develop and administer a student survey (such as State School Connectedness Survey) to K- 12 students and analyze and report actionable results annually.	✓	✓	✓
4	Initiate a workplace quality survey for all teachers and support staff, and analyze and report actionable results annually in order to improve school climate and morale.		✓	✓
STRATEGY 5: Develop and implement a communications' strategy to engage and inform internal and external stakeholders of the process, status, and progress of Oxford educational improvement, and celebrate achievements of students and staff members.		Yr. 1	Yr. 2	Yr. 3
1	Design a communications' plan to inform internal and external stakeholders of OPS plans and progress for educational improvement.	✓	✓	✓
2	Design events and communications to celebrate the achievements of students and staff relative to the goals of the Strategic Operating Plan.	✓	✓	✓
3	Develop a marketing plan to inform and promote school and program choices to families in Oxford and the region.			✓
STRATEGY 6: Establish a Local Education Fund (LEF).		Yr. 1	Yr. 2	Yr. 3
1	Solicit and convene local business, non-profit, and civic leaders to identify needs, set priorities, examine options, and develop plans for an external organization to support and sustain Oxford's Education Reform.	✓ ✓		
2	Assist community leaders in establishing a 503-C (non-profit) organization.	✓		
3	Participate in the formation of a founding governing board and leadership investors to initiate an Oxford LEF.		✓	