



# Oxford Public Schools

## 3-Year Strategic Operating Plan

**2015-2018**

## **Introduction**

The Strategic Operating Plan (SOP) defines how Oxford's reform strategy will be carried out for the next three years and the priorities in accomplishing those goals during the 2015-16 through the 2017-18 school years. The goal areas define the major areas of the Oxford Public Schools that will be developed as systemic and transformational change occurs. The strategies in the plan represent current best thinking around the greatest levers toward accomplishing the goals. The implementation steps schedule the work relative to the District's capacity over a three-year period. The measures will determine the degree of success in achieving each goal as well as the efficacy of the respective strategies and implementation steps.

The Strategic Operating Plan will serve as the roadmap for achieving the vision adopted by the Board of Education: It is the district's vision that graduates in the Oxford Public Schools: It is the district's vision that graduates in the Oxford Public Schools acquire an understanding of the essential knowledge and skills necessary to prepare them to meet the challenges of local, national and global citizenship in rapidly changing world. Graduates will strive to exceed the academic performance of students in this region and will be college, vocational and career ready.

The overall structure of the plan is simple and ensures the measurability of the efforts to be undertaken. It begins with the five high-level goals adopted/approved by the Oxford Board of Education as the district's priorities over the next three years. Each goal has a set of strategies designed to accomplish the overarching aims over the next three school years. Each strategy is then broken down into highly specific implementation steps. Each year, the Superintendent will assign accountability for the specific implementation steps to district school leaders and appropriate staff. The Superintendent will report annually to the Board of Education on the measures established in this plan to track the progress of education reform efforts.

This plan is and will be a living, breathing document, which may be adjusted annually subject to data as it is implemented. The District stands ready to meet the challenges that this change will bring and excited by all of the growth opportunities with which it provides. Most important, is the end result: to ensure that all Oxford Public Schools' students improve their level of academic achievement and educational attainment, and resulting life opportunities.

# **Oxford Public Schools 2015-2018 SOP Goals & Strategies – At a Glance**

## **Goal 1: Improve Teacher and Leader Quality and Retention**

1. Develop and implement a talent management (acquisition and development) strategy to improve teacher and principal effectiveness.
2. Reorganize and expand district leadership capacity to support and sustain the implementation of the Strategic Operating Plan.
3. Analyze the system for evaluation of teachers and administrators based on achievement, growth of students, and client satisfaction.
4. Develop a comprehensive system of professional learning informed by teacher and leader evaluation.

## **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.**

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 Interventions and Supports (PBIS) across all district-operated schools.
2. Revise and implement an Early Intervention Process (EIP) to reduce over-identification and improve the effectiveness of Special Education programs/services.
3. Provide additional learning time for students.

## **Goal 3: Improve Instruction for All Students**

1. Implement service delivery models that will improve the effectiveness of programs/services for English Learners.
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.
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.
4. Provide relevant and up-to-date professional development by the State Department of Education and other entities to ensure maximum student support and success to all service providers and teachers of Special Education students.
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.
6. Acquire and implement a K-5, research-based core math program and appropriate intervention programs at each grade level.

7. Acquire and implement a 6-8, research-based core math program and appropriate intervention programs at each grade level.
8. Acquire and implement a K-8, researched-based Literacy/English Language Arts (ELA) and appropriate intervention programs at each grade level.
9. Acquire and implement a 4-8, inquiry-based science program.
10. Conduct a course audit at OHS to determine whether courses are currently designed and delivered to meet various learning needs of the student population. Determine whether current courses need to be adjusted to meet those needs or additional courses need to be added.
11. Implement a comprehensive 3-12 program for students with advanced learning needs.
12. Create and implement a college/career-ready PK-12 curriculum in reading, math, writing, and science with CT Core Standards.

#### **Goal 4: Improve the Management of Public Resources**

1. Re-evaluate student transportation routes to ensure efficiency in duration and capacity levels.
2. Achieve greater return on investment, transparency, and efficiency in the allocation and expenditure of local, state, and federal education funds.
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).

#### **Goal 5: Increase Parent/Family and Community Involvement and Support**

1. Increase parent/family engagement, accountability, and involvement at each school to enhance student success.
2. Expand university, community, and institutional partnerships that add value and expand student learning opportunities.
3. Provide parents with greater opportunities for academic choices, programs, and pathways based on the needs and interests of the children.
4. Measure and increase the level of satisfaction of parents, students, and teachers with its schools.
5. Develop and implement a communication's strategy to engage and inform internal and external stakeholders of the process, status, and progress of Oxford's educational improvement, and celebrate the achievements of students and staff members.
6. Establish a Local Education Fund (LEF).