



We believe that every student:

Will Learn and Exceed California State Standards

- By offering learning opportunities that are as authentic as possible, personally meaningful and readies them for the 21st century
- By providing programs that emphasize creativity and participation in the Arts
- By providing this in a safe, stable, balanced and nurturing environment

Will Reach Their Individual Potential

- By empowering Students to explore, create, discover and reflect
- By encouraging students to become independent lifelong learners, thinkers and producers
- By ensuring the well-being of the whole child including nutrition, physical fitness, stress management and mental health

Will Become a Compassionate and Creative Global Citizen

- By recognizing, celebrating and embracing diversity, inclusiveness and personal beliefs
- By fostering character development, acceptance, ethical and compassionate behavior, social responsibility, community service and global stewardship

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
1a. Prepare for the new state accountability standards including continued communication to parents regarding the meaning of common core state standards, SBAC testing and scores.	 Support the implementation of math instructional materials, professional development, and technology integration. Evaluate ELA materials for K-5 to determine the best model for literacy instruction. Expand the ongoing use of Reader's and Writer's Workshop in K-5 classroom through coaching support and professional development. Provide aide support and smaller class sizes for students in the ELA Support Core classes at MCMS. Support the transition to digital materials for ELA at OPHS. Develop a comprehensive math instruction plan for OPIS/OVHS. Use a Science Articulation Team to evaluate materials, identify professional development needs, and create a comprehensive NGSS scope and sequence. Explore opportunities for articulation between and among schools, grade levels, and departments. Provide staff development in using tools, such as EADMS and FastBridge- to create and administer standards-aligned formative assessments. Continue to communicate with parents about the implementation of the New California Standards. Begin to discuss the creation of a cumulative digital learning portfolio for all students K-12. Evaluate Math materials for Middle and High School at OPIS.

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
1b. Continue our emphasis on differentiated instruction so that all of our students experience a challenging learning environment through depth, complexity, and real world applications, so that they can find and pursue their passion	 Provide professional development that balances teacher choice with common instructional practices in order to offer a more cohesive program across schools, departments, and grade levels. Embed this emphasis into all teacher goal setting and evaluation processes All instructional staff should have goals related to this. Provide more opportunities and time for staff to share with one another best practices and expertise across all areas, such as visiting each other's classrooms, conducting workshops and e-learning, and the Demonstration Day at MCMS. Implement -with fidelity- a CTE program that allows students to pursue their passions and interests in meaningful ways, including internships, community resources, field trips, and authentic experiences. Expand student interns for Technology Department. Establish a new intensive OVHS career exploration opportunities. Expand STEAM night program and career exploration opportunities. Expand Odyssey of the Mind program K-8 and look for alternatives to the I2I program. Communicate and publicize the GATE program to show how differentiated instruction is embedded into our instructional program. Ensure students are made aware of a variety of resources, including financial, for college and career decision-making Encourage more students to opt for 4-year colleges upon graduation from high school and ensure proper guidance throughout a student's academic career if this is their chosen path. If a 4-year college is their chosen path, then during annual counselor meetings, review progress towards UC a-g/Cal State requirements. Explore ways to implement CP courses at OVHS. Explore individual aspects of the AVID program for applicability to identified Oak Park students. The National Clearing House program will be used to track post-secondary school data.
1c. Ensure that there is a smooth transition in math between elementary and middle school, and middle and high school inclusive of all students at all levels, including a focus on benchmarks for transition to the next level.	 Math articulation committee (K-12) will focus this year on transitions from grades 5 to 6 and 8 to 9. Set new math benchmarks for elementary level as part of the textbook pilot of Go Math. A committee will be formed to look at new materials for grades K-12. Strengthen intervention program at secondary level. Use digital tools, such as EADMS to create multiple measures for Math diagnostics. Use EADMS to create standards aligned benchmark assessments. High School will convert to using iXL for math intervention program.

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
1d. STEAM instruction will have an overreaching plan with emphasis at all levels on experiential learning and will support the NGSS to serve as a foundation for academic success.	 Expand I2I and look at other programs and competitions to involve more students and teachers. Find ways to integrate marine science into the existing program and provide more opportunities for students to learn about and participate in protecting the ocean environment. Offer environmental, computer robotics and rocketry electives at MCMS. Continue to support participation in robotics, rocketry and solar boat teams at OPHS. Continue to offer Introductory & AP Computer Programming at OPHS. Integrate Science Specialist in STEAM instruction at all grade levels. Begin implementation and training for the Next Generation Science Standards at all levels. Examine a sustainable agricultural science program, K-12. Continue to expand and develop Career Pathways through VC Innovates consortium. Expand STEAM Night, Science Nights at the schools, garden program and other such experiences.
1e. Continue to define, communicate and enhance GATE program.	 Support the Odyssey of the Mind program at the K-8 levels. Encourage more professional development for staff and offerings for parents that include Critical Thinking Instructional methodologies, strategies, and approaches, at residential summer programs and Local and National Gate conferences and workshops. Continue to articulate and expand the enrichment opportunities available to students at all of the schools. Ensure that the three pillars of a quality GATE program are in place at all levels: Differentiation, Acceleration, and Enrichment. Encourage expanded parent participation on GATE DAC. Review the process for GATE certification and any incentives for achieving this. Better communicate the OPUSD GATE program to parents and staff including showcasing best practices in teaching and learning.
1f. Intervention programs will be available to students in reading, writing and mathematics at all levels.	 Explore new models for math intervention program at grades 7 and 8 at MCMS. OPHS will continue efforts to design and implement math placement and intervention procedures to increase the percentage of students enrolled in higher level math classes. Pilot a systematic response to intervention program at the elementary level that targets individual skills deficits. Increase EADMS implementation to include diagnostic formative and summative standards-based assessments across scope and sequence of OPHS Math curriculum. Pilot a new literacy intervention program ("Support Core" in grades 6, 7 and 8) at MCMS. Expand of Pilot FastBridge assessment tool (literacy and math) to include MCMS and Elementary Schools. Continue the Math Skills Computer-Adaptive Learning Lab to facilitate student acceleration through Math scope & sequence. OPIS is reviewing a math program that will implement new California Math Standards and continuing Khan Academy access.

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
1g. The district shall embrace global stewardship and integrate environmental awareness throughout the curriculum at all levels.	 EEAC will plan events and areas of focus throughout the school year. Create learning opportunities about renewables. Help students make the connection between food and the environment, hunger, food insecurity and poverty locally, nationally, and globally. Recycling programs will be expanded at all levels to include food waste composting, 100% recycling of paper and other items to take us toward Zero Waste. Science enrichment programs will emphasize environmental science. Energy conservation will be monitored and quantified. Students will learn about new renewable energy projects. Students will learn about water and water conservation and develop and participate in projects to save water at each school site. Training for Environmental Education Initiative will begin through the District Science Specialist. Promote awareness of animal welfare issues and help students develop compassion for people, animals, and the diversity of life on earth. Implement the Integrated Pest Management programs at all school sites.
1h. Ensure that STEAM instruction includes a robust arts program, including performing, instrumental, media, technical and visual art forms, and emphasizes individual creativity and self-expression.	 Continue restructuring & coordinating the elementary Art and Music programs. Continue to promote and develop instrumental music program at OPHS to include a marching band color guard and strings orchestra. Work with Friends of Oak Park Schools to develop more enriching visual arts programs at the elementary schools. Implement Animation elective at MCMS. Encourage arts integration across the curriculum at K-8. Explore finding sources of funds to fully support regular instruction and integration of the visual arts in the elementary schools. Continue and expand the STEAM career night at MCMS and other career exploration across grades K-8.
1i. Continue the district wide emphasis on wellness and balance, and the development of new strategies to reduce stress and a plan to monitor the ongoing impact. Innovate on the subject and drive a common vision throughout all levels of the district.	 Student nutrition program will continue to improve food quality and serve more natural and organic food and plant-based menu items. Student Nutrition staff to provide pilot lessons at the elementary level to help students make connections between physical fitness, health and science curriculum and nutrition. Evaluate and potentially adjust the existing high school Health program to ensure it is in-line with District Goals and Policy. Provide concise and consistent communication and implementation of the Wellness Policy across all sites. Provide support to parent and student groups to help them understand and interpret the Wellness Policy and legal restrictions for serving food. Develop a sustainable agriculture program K-12. Uniformity and balance of the student workload will continue to be reviewed, particularly as it relates to the quantity and quality of assigned homework and projects. Balance the educational benefit of homework with the time spent completing it.

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
1i. (continued from previous page)	 Support EEAC theme for this year: California Wild and Food Waste. Continue to monitor student stress levels, attendance, and overall balance through the Healthy Kids survey and Safe Kids Task Force. Provide more opportunities for Girls' Empowerment Counseling group at 0VHS/0PIS. Expand counseling group opportunities from Ventura County Behavioral Health at 0PIS/0VHS. Implement the action items relating to student stress as written in the high school WASC action plan. Promote and monitor the use of stress reduction strategies at all levels including parents, staff, and students. Continue implementing TUPE (Tobacco Use Prevention Education) in Grades 6-12 and include the dangers of e-cigarettes and marijuana.
1j. Refine our physical education and athletic programs to ensure they emphasize and develop leadership, teamwork, diversity, individual athletic potential, and life-long physical fitness. Investigate the potential of an off- site aquatics program.	 Support the new elementary physical education program that will include wellness and nutrition education in addition to teaching students about being physically active for life. Make connections between health nutrition education provided by classroom teachers and the food services program. Coordinate elementary health education instruction between the classroom teachers and physical education teachers. Expand athletic opportunities for students by adding additional sports and levels to programs already in place. Develop positive leadership skills in athletics. Continue to require the National Federation of State High School Associations, Fundamentals of Coaching course for new coaches. Continue administrative oversight of team sports and coaches and follow a CIF Code of Ethics for coaches. More flexibility will be available in terms of P.E. credit for in school and out of school athletics.
1k. Continue to offer special education programs that will provide the best possible outcomes in terms of meeting the specific needs of each child.	 Continue specialized staff development for special education teachers with an emphasis on evidence-based practices. Offer staff development opportunities for general education teachers to ensure successful access to the curriculum for students with learning differences. Continue targeted professional development for instructional aides to include district-level and county-level trainings. Continue articulation between sites for transitioning students. Continue to provide general education teachers with additional professional development for pre-referral interventions for at-risk students. Continue district-wide coordination of aide assignments to best serve students. Structured social skills groups across school sites. Increase support to students receiving behavioral and emotional support services and ensure earliest possible intervention.

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
11. Counseling programs at all levels will be supported in order to meet the social and emotional needs, academic and career counseling of all students, as well as parent education.	 Anti-bullying strategies and programs will be embedded in the program at each school. Stronger anti-bullying programs at elementary schools and middle school. Continue MCMS-WEB (Where Everyone Belongs) 6th grade transition and cross grade mentoring, implementing Peer Leadership Uniting Students. Promote programs, workshops, and experiences for students and staff that teach acceptance, empathy, appreciation, and respect for differences. Ensure values transfer to after school programs that OPUSD children attend, such as Rancho Simi AM/PM, PTA after school programs, etc. Expand counseling programs as much as possible to improve the counselor: student ratio at all levels. Continue our relationship with the ADL No Place for Hate program at the secondary schools. Establish a committee to develop an Honor Code across the district. Refine the role of the new counselor of special programs at OPHS. Implement a parent education component that is responsive to the needs of parents in supporting their child's learning and social-emotional development. Including stress management and mental health. Consider feasibility of stress-management supports, programs, workshops, etc. for staff.
1m. Develop programs that celebrate and encourage diversity, self-respect, and recognition of each student's role in the local and global community. Research the options for an on-line citizenship curriculum.	 Support the International Gala/International Day merger and other programs that celebrate the cultural diversity of our students at all levels. Continue Community Service program that recognizes students for their meaningful efforts that demonstrate compassion for for people, animals, and the environment with a focus on appropriate forums and nomination process at each school site. Continue integrating digital citizenship skills and practices as part of the K-12 student technology standards.
1n. Implement K-12 Student technology standards, ensure they are implemented consistently and are aligned with curricular goals.	 Provide in-classroom support to assist teachers in transforming learning and collaboration through technology by leveraging TechTOSAs, Technology Learning Coach (TLC), and TechLITEs. Tech TOSAs and TLC meet regularly with grade level, subject area teams and individuals to develop and implement K-12 student technology standards aligned lessons that combine digital citizenship, New California Standards, and Next Generation Science Standards ensuring they align with the district curricular goals and meet statutory requirements. Provide adequate support to meet all Smarter Balanced assessments requirements. Infrastructure - deploy robust network and adequate number of computing devices. Teacher Prep - training in various modules that teachers will administer, begin using EADMS to facilitate formative and summative assessment of student content mastery. Student Prep - prepare by using CAASPP practice test and EADMS item.

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
1n. (continued from previous page)	 Expand deployment of 1-to-1 mobile devices beyond TechLite classrooms around the district into High School Science and High School and Middle School Language Arts. Utilize Technology Committee to monitor progress of technology implementation plans and develop a strategy for deploying a sustainable 1-to-1 mobile computing initiative. Explore different models of integration utilizing a variety of device types in the same teaching environment to support the creation and implementation of novel and student-centered teaching and learning.
1o. Create an environment where the potential of each child can be realized, that promotes life-long learning and habituates socially responsible actions. Ensures that every student reaches their individual potential.	 Continue to recognize students for a variety of achievements at all levels. For example, posting student success on district social media, and recognition in video announcements and student newspapers. Recognize students with service seal/recognition district wide. Pursue the idea of an annual scholarship offered by Friends of Oak Park Schools. Teaching and modeling socially responsible habits by recycling in each classroom district wide, sorting food waste for composting and recycling in lunch areas at each site district wide.
1p. Explore the district's responsibilities and compliance with Title IX.	 Provide opportunities for professional development activities for administrators and key staff to ensure equal access to activities and programs for boys and girls. Consider expanding California Healthy Kids Survey to include questions regarding Title IX. Apply resources at OPHS to assess compliance in the areas of participation, facilities and benefits. Continue monthly Title IX leadership committee meetings.

OAK PARK UNIFIED SCHOOL DISTRICT 2016-2017 ORGANIZATION AND SHARED LEADERSHIP MORAL IMPERATIVES

We believe that success depends on:

The support of our teachers, administrators and staff

- By empowering teachers to be leaders, and continuing to find ways to support their efforts
- By ensuring that everyone in the organization accepts personal responsibility and will be held accountable for student success
- By hiring and retaining a diverse, talented workforce, continuing to provide opportunities for professional development, and providing support for the effective use of technology
- By fostering a work environment where the skills, expertise, commitment, and morale of the teachers, administration, counselors and support staff is supported and recognized

The cooperation of the broader Oak Park community

- By engaging students, parents and the community as key participants and full partners in our mission
- By working together with our teachers' and classified associations to ensure positive morale, to solve problems jointly, and to model a professional collaborative working relationship

Self-reflection and a desire to improve

- By embracing new ideas, trying new things, and looking for ways to enhance our effectiveness
- By learning from our mistakes and implementing continuous improvement

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
2a. Empower teachers as leaders and continue to find ways to enhance leadership throughout the District through collaboration, shared decision making, accountability and equity.	 Engage teachers in committees such as math articulation, writing, WASC Action Plan, EEAC, GATE DAC, Curriculum Council, Common Core, LCAP, OPII (Oak Park Inquiry Institute), and others. Continue to participate in Ventura County Teacher Leadership Academy. Encourage more teachers to pursue administrative pathways. Continue to train coaches and implement the OPII. Implement a new department chairperson model at OPHS to both recognize their responsibilities and foster greater collaboration. This model will be explored at other levels and schools.
2b. Teachers, parents, administrators, support staff, and students need to be fully invested in the decision making process. Ensure decisions that impact student learning and organizational change are timely communicated with school site staff, administration and school office staff.	 Continue to honor the School Site Council model by engaging Site Councils in the change process, hearing reports at school board meetings, and working closely with school leaders. District level committee meetings will be summarized and shared with staff. Articulate moral imperatives, goals, and action plans and solicit input at staff meetings. District level administrators will participate in school staff meetings throughout the year. Support the PTO Council and use it as a working group to assist with LCAP, decision-making, ideas, innovations, etc. Continue community stakeholder meetings for parents and community members to discuss education changes that impact student learning, on topics such as NGSS.
2c. Principals shall work together, support each other, and share innovations.	 Principals will work as a part of the Leadership Team on problem solving and ways to further our moral imperatives, goals, and action plans. Find ways to share successful programs amongst school sites, such as visiting classrooms that are successfully implementing Common Core, Inquiry Based Learning, and technology applications.

OAK PARK UNIFIED SCHOOL DISTRICT 2016-2017 ORGANIZATION AND SHARED LEADERSHIP MORAL IMPERATIVES (continued)

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
2d. Professional development will be matched to organizational goals and will emphasize choice, relevancy, and district vision. Participants shall be encouraged to share their new learning.	 Continue to provide quality research based professional development. Share with one another best practices and expertise across all areas, such as visiting each other's classrooms, conducting workshops and use of e-learning. Encourage and support more teacher and administrator training in the Reading and Writing Projects.
2e. Continue positive collaborative relationship with employee associations.	 Use a collaborative process to focus on solving issues and finding innovations to better the quality of education, enhance employee morale, and make Oak Park a great place to work.
2f. Administrators at the school and district level should be engaged with the students in the learning process, including classroom observations to assess successful implementation of the new California standards.	 Encourage administrators to find ways to work with students on a regular basis. Some ideas are through school gardens, enrichment activities, club sponsorships, etc. Develop strategies to support administrators' ability to be more engaged in classrooms at their school and across the District.
2g. Develop branding, marketing, social media and advocacy plans.	 Continue a quarterly newsletter that is mailed out on a regular basis to the community at large, placing special emphasis on student experiences for all communications. Continue to work with Friends of Oak Park Schools, our Education Foundation, and look for other potential partnership opportunities. Use social media to engage the community. Revise the District brochure to reflect practices, programs, and offerings.
2h. Continue and expand our community outreach program.	 Continue a community outreach committee and find new ways to engage our community in the schools and ways for our schools to serve the community as part of our core mission. Engage other potential partners in the outreach effort.
2i. Ensure that the moral imperatives, LCAP, goals and associated action plan are presented to and understood by all levels of the organization and foster a decision making process whereby all decisions are weighed against the current goals.	 Embed these moral imperatives, goals, and action plans into the core work that we do each day. District administration will improve the process of developing and communicating our moral imperatives, goals and action plans with school sites and solicit feedback so that they are truly shared and owned by everyone.
2j. Keep a paper-free environment to the extent practical.	 Principals will emphasize the use of digital technologies over paper whenever possible or appropriate. The Board and Leadership Team will continue to model this process. Encourage migration to Google Classrooms. Raise consciousness about paper use throughout the district. Continue to implement and expand a paperless registration process to the extent possible.

OAK PARK UNIFIED SCHOOL DISTRICT 2016-2017 ORGANIZATION AND SHARED LEADERSHIP MORAL IMPERATIVES (continued)

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
2k. Incorporate the Needs Assessment Plan into an ongoing Master Plan.	 Should the bond measure be successful, develop a new collaborative model for implementation of the plan.
2l. Support and assist the High Schools in implementing recommendations from their WASC action plans, and apply district-wide to the extent appropriate.	 Provide District level support in curriculum and instruction, human resources, technology, and in any other areas of need. Share successes and challenges across the District.

OAK PARK UNIFIED SCHOOL DISTRICT 2016-2017 FINANCE, BUDGET AND FACILITIES MORAL IMPERATIVES

We believe that in order to deliver on this promise we must:

Ensure the safety of our Students, Staff and Faculty

• By maintaining an environment that maximizes the safety and security of all those within the facilities and on the grounds

Ensure that our resources and goals are connected

- By maintaining a balanced budget that supports our moral imperatives and LCAP and reflects our mission
- By operating with efficiency, effectiveness, integrity and transparency

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
3a. To provide safe, clean, and high quality facilities that support the instructional program, including an ongoing deferred maintenance program	 Establish an ongoing 10 year Facility Capital Improvement Master Plan, building off of the existing Measure R Master Plan, and identify potential funding sources for implementation. Establish an ongoing 5 Year Facility Deferred Maintenance program, and identify potential funding sources for implementation. Implement an Integrated Pest Management (IPM) program, providing natural alternatives to pesticides, herbicides, and rodenticides, consistent with BP/AR 3514.2. Take greater responsibility for the health of the creeks in the community. Enhance the landscape at the schools and ensure that weeds are eradicated, turf and plants are watered and maintained, and the general appearance of the schools is pleasing to the community. Continue to provide training for campus supervisors. Expand installation of electronic surveillance cameras at all sites. Verify the effectiveness of the ID badge system for visitors. Provide prompt and efficient communication to school sites, students, families, and community, as appropriate.
3b. Continue to evaluate and explore options to create greater efficiency and maximize resources.	 Continue to look for ways to save energy, water, gas, and paper, especially when looking at Measure R upgrades and all future needs. Develop a plan to utilize Prop. 39 funds to reduce our carbon footprint. Continue to explore solar power options and energy storage.
3c. Ensure employee total compensation is always a priority in the budgeting process, as part of the effort to provide the highest quality education to all students.	 Work with employee associations on common goals such as to maintain reasonable class sizes, provide quality health benefits to employees and ensure total compensation is competitive.
3d. Maintain fiscal responsibility and transparency throughout the district and to the community at large.	 Use our resources fully toward our core mission: To educate our students and maintain our employees while maintaining solvency. Continue meetings with parents and staff regarding the budget and our financial situation. Continue LCAP committee. Continue LCAP community survey. Provide a summary of the LCAP for the community.

OAK PARK UNIFIED SCHOOL DISTRICT 2016-2017 FINANCE, BUDGET AND FACILITIES MORAL IMPERATIVES (continued)

GOALS	ACTIONS PLANS/MEASURABLE OUTCOMES
3e. Provide an annual updated spending plan and a long-term needs assessment plan, and initiate proactive efforts in regard to communicating with and bringing into the conversation the Oak Park community.	 Consult with the schools and the district Needs Assessment Committee to revise the Master Plan and provide costing and prioritization of projects based on the available funds. Develop a plan for conclusion of Measure R and Measure C6 funds and post Measure R and C6, and/or ongoing maintenance. Develop a plan for sustainable funding for ongoing technology acquisition and refresh.
3f. Improve Disaster Preparedness to maximize safety of all those within facilities and on the grounds in the event of a disaster, including planning for and executing a district-wide emergency drill.	 Continue to review disaster preparedness plan and equipment at all sites. Continue disaster preparedness training for staff. Design Board of Education plan for emergencies/disasters. Develop a common safety plan for all schools. Create a webpage content specific to school disaster policies and distribute that information to parents via e-mail. Centralize the oversight of disaster preparation at the school sites. Test text Alert system from School Messenger. Conduct unannounced random tests at the schools to test various emergency procedures. Communicate about disaster preparedness to families. Emergency radios. Third party assessment.