

The Great Commitment

2020-2025

Oklahoma City Public Schools Strategic Plan



Together, We Rise.



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Oklahoma City Public Schools



The Great COMMITMENT



A Promise to Our Students

The Great Commitment is a promise to our students. We believe in their future. We believe they are capable of unimaginable successes. It is our job as a community to meet their needs so that they can choose their path in life. To make their dreams come to life, we are committed to the continuous improvement of our system and schools. Great schools are the heart of a great community.

In OKCPS, we have reason to be hopeful. Despite our challenges, we have brilliant children, loving families, energetic teachers, and a community that comes together, time and time again, to accomplish big goals. Our task now is to harness the power of hope and the solid foundation we have built in the last five years to design a future OKCPS that is the heart of a healthy, vibrant Oklahoma City.

RECONNECT



A Commitment to Engage

We are grateful to the OKCPS family for your engagement and willingness to inform this refreshed strategic plan for the coming five years. This plan represents countless hours of listening and learning. We started by reviewing the successes, lessons, and challenges of the last five years--a lot of change has happened during that time! We also combed through our continuous planning and feedback processes that occurred between 2015 and 2020, such as the Northeast Taskforce and the Pathway to Greatness.

The engagement process included focus groups and interviews with students, families, teachers and staff, as well as from our board and district leaders. We also welcomed a diverse group of community members to three work sessions in March 2020 to provide thoughts on OKCPS' long-term vision for learning. We followed that with a bilingual, anonymous survey to help us understand perceptions of staff, families, and community members about their experiences and what is most important to advancing equity and excellence in our schools. This plan reflects your collective input.

A strategic plan is a road map for an organization. It shows our North star--our shared moral purpose--and describes the district we intend to be. It paints a picture of where we are headed, and our common values and priorities as each part of the organization shapes its path toward our shared destination. A good strategic plan keeps us aligned and focused, even if different schools take their own paths forward.

The 2015-2020 Great Commitment established some important priorities for our focus, and our work during that time strengthened the foundation upon which we can now build. Over the last five years, thanks to the dedication of the OKCPS Board of Education, we:

- Stabilized our leadership,
- Restructured our district to ensure that every student has access to the basics of a quality educational program, and
- Established a vision for educational equity.

That strengthening enabled us to reconnect with our community and make some hard choices that were essential to the long-term health of the district, including bringing consistency to our feeder patterns and grade bands, redirecting resources to priorities like mental health and the arts, and reorganizing central office teams to better support schools. We are also proud of our investments to begin to address equity.

For example, OKCPS now boasts two teacher pipeline programs that invest in our bilingual paraprofessionals and paraprofessionals of

color to help them become certified educators in partnership with the Foundation for OKCPS. We have also expanded our alternative education offerings, and we support two cohorts of school leadership teams in our Innovative Transformation Schools initiative, which was born from the Pathway to Greatness effort.

Now that we have strengthened the foundation, our community has made it clear that it is time to close gaps in opportunities between schools and student groups and make a common expectation of excellence accessible to all. OKCPS students, teachers, staff, families, volunteers, and advocates from across the city provided their perspectives through online surveys, principals' meetings, community work sessions, and small group conversations to talk about what is working, what needs more work, and where we should be focused for the next five years.

With a clearer picture of where we are going and of the organization we mean to be, we are ready for the next critical step in preparing every OKCPS student to choose their own path for college, career, and life. Our system will rise by building leadership capacity to transform learning and build a sustainable system, based on planning for the unique needs of each school and each child.

We are committed to using this plan to guide our collective efforts, to bring coherence to our work in OKCPS over the next five years, and to keep our promises to our young people.

Together, We Rise.

VISION

CORE
VALUES

MISSION

PROFILE
OF A
GRADUATE

THEORY
OF
ACTION

EQUITY
DIMENSIONS &
ORGANIZATIONAL
CORNERSTONES

STRATEGIC
PRIORITIES &
INITIATIVES

KEY
PROGRESS
INDICATORS

Oklahoma City Public Schools

VISION

By providing equitable access to a world class education, every Oklahoma City Public Schools student will graduate ready to fulfill their unique purpose in a healthy, vibrant community.



MISSION

Every day, Oklahoma City Public Schools will ignite a passion for learning in every child, invite families to engage, and inspire respectful and trusting relationships with our diverse community.

CORE VALUES

Focus on Student Success

We embrace and drive positive change. We nurture the constant learning and forward progress of our students, teammates, and community. We will rise together.

Diversity & Inclusion

We are a place where everyone belongs and every voice matters. We seek to hear and be influenced by the perspectives of others. Each person's inherent value contributes to the whole. Our differences unite us and make us strong.

Communication

We value all-way communication, we engage those who are affected in decisions, and we do what we say we will do. Transparency and engagement are how we build trust.

Relationships & Collaboration

We are catalysts for connection and teamwork. We make decisions together and then speak with one voice. We approach conflict with curiosity and respect, and work as a team to move forward. We understand how playing our individual roles adds up to achieving big goals for our students.

Servant's Heart

We put students first. We serve our students and the teachers who care for them with purpose, humility, hard work, pride, and integrity. We are devoted to building a more just future for students, their families, and our community.

Profile of a Graduate

Our OKCPS graduates are emerging as the citizens, leaders, innovators, designers, and advocates of the future. Our commitment to our young people is that they will walk across the stage with the power to choose their own path to success in college, careers, and life in the 21st century. Developed based on input from our Board, families, community, staff, and students, OKCPS promises to equip our graduates with these abilities:



Critical Thinking & Problem Solving

An OKCPS graduate is academically prepared and makes connections among the disciplines. They have the ability to analyze problems, ask questions, and apply what they know to create new solutions.



Cultural Competence

An OKCPS graduate understands and interacts effectively with others across lines of difference. They are aware of their own world view and are curious and humble toward others. They are socially conscious.



Communication

An OKCPS graduate is able to take in, process, and share information and ideas orally, in writing, and through technology. They use their voices to advocate for what they believe in.



Social & Emotional Wellness

An OKCPS graduate is resilient. They understand and manage emotions, set and achieve positive goals, feel and show empathy for others, and establish and maintain positive relationships.



Adaptability

An OKCPS graduate knows that change is the only constant in life. They have the ability to learn and unlearn to adjust to new conditions with integrity to their values.



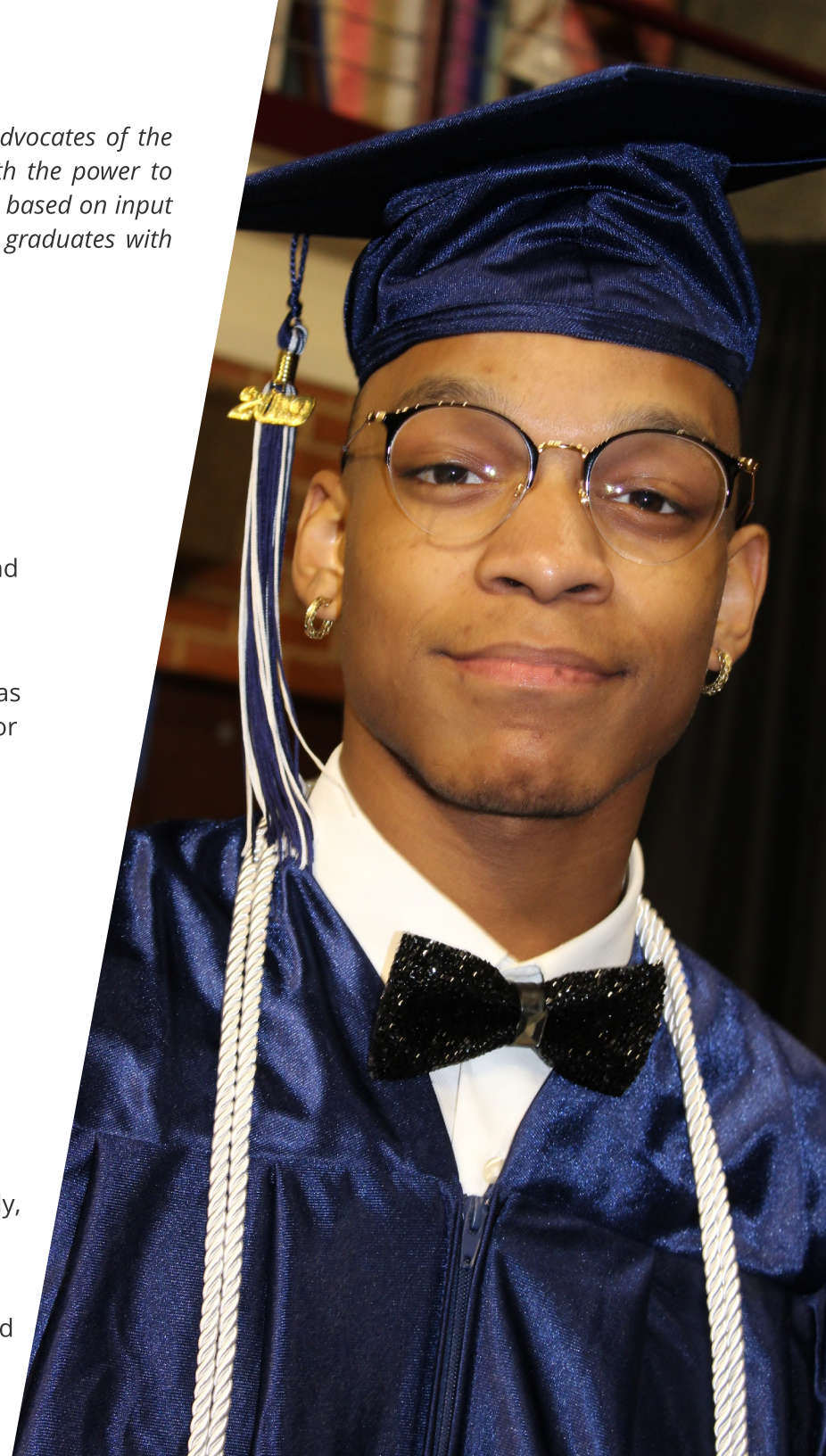
Responsible Decision Making

An OKCPS graduate does the right thing. They act with ethics, initiative, and accountability. They use their power to care for themselves and others civically, financially, and through their use of technology.



Perseverance

An OKCPS graduate can do hard things. They embrace productive struggle and persist with determination to reach their goals.



Theory of Action

A theory of action is a statement that outlines an organization's belief and assumptions about what will lead to long term success and change. The statement articulates how an organization will move from its current state to its desired future state.

If We...

Establish a strong leadership culture guided by who we are as an organization and build leadership capacity and shared accountability throughout the system

Empower district and school teams to collaborate, learn and design plans that make sense to transform learning and build a sustainable system

Work together to follow through, evaluate, and adapt to learning and change

Then...

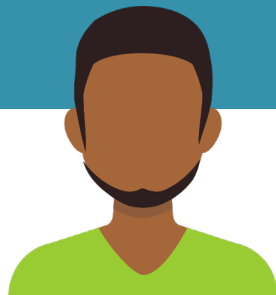
Each school will provide every student with access to ambitious, equitable learning experiences and the supports they need to succeed

So That...

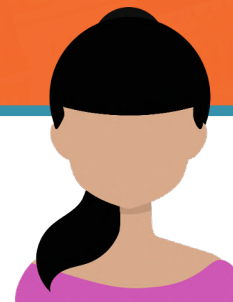
Every student will graduate equipped with the power to choose their own path, ready to fulfill their unique purpose in a healthy and vibrant community



"Every member of Team OKCPS leads from our shared purpose, beliefs and values."



"Our school teams work together with the district to design plans to improve that meet the diverse needs of our students and communities."



"My school has a clear plan and the support it needs from the district and the community to keep its promises."



"My school will track how our plan is paying off and work with the district to adapt and make decisions that put students first."



Vision for Educational Equity

We believe in a future in which social factors do not predict student outcomes. Educational equity is defined as making decisions strategically based upon the principles of fairness, which includes providing a variety of educational resources, models, programs, and strategies according to student needs that may not be the same for every student or school with the intention of leading to equality of academic outcomes.



Our Commitment to Educational Equity in OKCPS

OKCPS acknowledges our responsibility to eliminate past, present, and predictable barriers to student success by ensuring that all students have access to:



Needs-based allocation of resources (people, time, money)



Support and advocacy needed to engage in high-quality learning opportunities regardless of race, income, or other social factors



Ambitious instruction from educators with high aspirations

Transforming Learning

10 Dimensions of Educational Equity



- School Funding
- Teaching Quality and Diversity
- School Leadership Quality and Diversity
- Empowering Rigorous Content
- Instructional Time and Attention
- Positive and Inviting School Climate
- Student Supports and Intervention
- High Quality Early Learning
- Learning Ready Facilities
- Diverse Classrooms and Schools

Transforming Learning: 10 Dimensions of Equity



School Funding

Each student, including students with higher needs and students of color, attends school in a district that distributes funding in line with the needs of its students, by way of flexible and transparent funding systems, so all students can reach high standards and thrive.



Teaching Quality and Diversity

Each student, including students with higher needs and students of color, has access to strong, well-supported teachers that meet their needs and provide standards-aligned, culturally relevant, and engaging instruction so all students can reach high standards and thrive. The teaching workforce reflects students' racial and linguistic diversity.



School Leadership Quality and Diversity

Each student, including students with higher needs and students of color, has access to strong school leadership from principals and instructional leadership teams who meet their needs so all students can reach high standards and thrive. The school leadership workforce reflects students' racial and linguistic diversity.



Empowering Rigorous Content

Each student, including students with higher needs and students of color, has access to high-quality and culturally relevant curriculum, materials, coursework, and class offerings to meet their needs so all students can reach high standards and thrive.



Instructional Time and Attention

Each student, including students with higher needs and students of color, gets the combination of high-quality instructional time and teacher attention they need through evidence-based approaches, so all students can reach high standards and thrive.



Positive and Inviting School Climate

Each student, including students with higher needs and students of color, experiences a physically safe and emotionally supportive environment at school, including fair and consistent rules and discipline policies, positive relationships between staff and students that foster belonging, effective social-emotional learning opportunities, and meaningful family engagement that meets student needs so all students can reach high standards and thrive.



Student Supports and Intervention

Each student, including students with higher needs and students of color, has access to an effective integrated system of supports (which includes an accurate and unbiased identification process) to address students' non-academic individualized needs, so all students can reach high standards and thrive. Each student has access to meaningful guidance to set them up for success beyond high school.



High-Quality Early Learning

Each student, including students with higher needs and students of color, has access to high-quality preschool programs that meet their needs, so all students can reach high standards and thrive.



Learning Ready Facilities

Each student, including students with higher needs and students of color, attends school in buildings that are structurally sound, provide a safe and appropriate physical environment for learning, have effective equipment to meet student needs, and adequate and timely transportation, so all students can reach high standards and thrive.



Diverse Classrooms and Schools

Each student is enrolled in classes that are racially/ethnically and socioeconomically diverse, so all students can reach high standards and thrive.

References

Alliance for Resource Equity (2019). The Education Combination. Retrieved from <https://www.educationresourceequity.org/toolkit/education-combination>
Carver-Thomas, D., Hyler, M., Wechsler, M. & Willis, L. (2019). District Levers for Advancing Racial Equity. Palo Alto, CA: Learning Policy Institute. (Forthcoming).

Building a Sustainable System: 4 Organizational Cornerstones



Learning

TeamOKCPS aspires to learn and grow. We create, connect, and share knowledge and ideas. We adapt to reflect new insights and build collective efficacy.



People

TeamOKCPS is made up of inspired, effective teachers, leaders, and staff members who reflect the diversity of our community. We are constant learners and use feedback to grow.



Learning

People

Systems

Culture



Systems

TeamOKCPS understands the complexity within the system and outside it, and we strive to provide predictable support to our schools. We are accountable for making



Culture

TeamOKCPS operates from our shared purpose and values. We are aware of the past, we face the realities of inequities in our schools, and we relentlessly focus on moving forward.



Living Our Mission

Every day, Oklahoma City Public Schools will ignite a passion for learning in every child, invite families to engage, and inspire respectful and trusting relationships with our diverse community.



Planning for Change

The OKCPS Mission outlines three core aspects of the culture we wish to design. We believe that the organizational design choices we make will drive culture change.

Ignite
Passion



Culture of
Empowerment

Invite
Engagement



Culture of
Caring

Inspire
Trust



Culture of
Responsibility

Our divisions, departments and schools are charged with planning, testing, studying, and implementing their best ideas for changes that will support progress toward transforming learning and building a sustainable system that supports our mission.



Culture of Empowerment

We will build an ambitious learning community that leverages and shares the wisdom in the system.

Our Priority Focus



Strategic Initiative



Innovative Transformation Schools

Desired Outcomes

For Students

- Instill the abilities in the Profile of a Graduate in all students, Pre-K through 12

For Staff

- Increase capacity for leadership at all levels

For System

- Establish clear expectations, logical guidance, and processes that entrust decisions to the right administrative level

Key Progress Indicator

Academic Growth

- This indicator reveals if students are on pace to gain a year's worth--or more--of learning from grade-to-grade
- Breaking it down by student groups, like English learners, students with disabilities, and race/ethnic groups, shows to what extent social factors predict that some students have fewer opportunities to learn
- Focusing on increasing academic growth accounts for the different levels of preparation students bring, while also recognizing the need for accelerated learning for students who have experienced fewer opportunities to learn



Culture of Caring

We will promote a sense of belonging and inclusion to foster engagement in a safe and respectful community.

Our Priority Focus

Social & Emotional Wellness

Strategic Initiative



Desired Outcomes

For Students

- Connect each student to a learning and support network that promotes well being, engagement, and pride

For Staff

- Increase capacity for building strong, engaged teams

For System

- Enhance engagement with families and staff diversity

Key Progress Indicator Attendance

- This indicator reveals if students and staff are well, engaged, and want to be at school or work
- Breaking it down by student groups, like English learners, students with disabilities, and race/ethnic groups, shows to what extent social factors predict that some students have fewer opportunities to learn
- Focusing on reducing student and staff absenteeism accounts for a number of ways that students lose instructional time and attention and experience a negative climate, such as exclusionary discipline/suspensions and time without a stable teacher



Culture of Responsibility

We will strengthen our community through data-informed decision making, equitable practices and just stewardship.



Our Priority Focus

Continuous Improvement

Strategic Initiatives

Strategy Implementation Planning & Monitoring Process

Long-range Bond Program

Desired Outcomes

For Students

- Offer every student consistent, high-quality experiences with effective teachers and support staff

For Staff

- Increase capacity for designing for continuous, strategic improvement

For System

- Foster responsible, equitable stewardship of human, information, and financial resources

Key Progress Indicator

Enrollment & Staff Retention

- This indicator reveals if families and staff are satisfied with OKCPS as a place to learn and work. It is important for the stability of our quality teaching staff and financial sustainability
- Breaking it down by student groups, like English learners, students with disabilities, and race/ethnic groups, shows to what extent social factors predict that some families' needs are not being met
- Focusing on increasing enrollment and staff retention accounts for the diversity of our schools and teams while driving toward our common goal of equitable student experiences and organizational health



System Key Progress Indicators



**Academic
Growth**

**Student
Chronic
Absenteeism**

**Staff
Attendance**

**Staff
Retention**

**Student
Enrollment**

About Our District



Oklahoma City Public Schools (OKCPS) is a multi-cultural district serving approximately 36,000 students. Our students are educated in 3 early childhood education centers, 33 neighborhood elementary schools, 13 middle schools, 9 high schools, and 3 alternative schools located across 135.5 square miles in the center of Oklahoma. OKCPS also sponsors 9 charter schools that serve about 7,000 students.



Employee Demographics

Includes vacancies

5,000+
EMPLOYEES

2,727	Teachers / Counselors / Nurses
1,638	Support Staff
487	Professional Staff
150	Principals & Assist Principals



Student Demographics

36,000
STUDENTS

56%	Hispanic	3%	Native American
21%	African American	6%	Multi-Racial
13%	Caucasian	2%	Asian

We employ just over 5,000 administrators, teachers, and support personnel who serve a student population which is diverse in many ways. Our student body identifies as 2% Asian, 3% Native American, 6% Multi-Racial, 13% Caucasian, 21% African American, and 56% Hispanic. Additionally, 18,000 of our students are bilingual, and 13,000 are English Language Learners. Our students and their families speak dozens of different languages at home: the most common are English with 59% and Spanish with 39%.

OKCPS offers special education programs across the district to serve the 12% of our population with disabilities or special needs. OKCPS is a Community Eligibility Provision (CEP) district which means every student eats free breakfast and lunch every day. We serve approximately 45,000 meals daily (including breakfast and lunch). We also transport an average of 12,000 students daily to and from school.



Oklahoma City
PUBLIC SCHOOLS

Together, We Rise.