

# The Great Commitment

2020-2025

Together, We Rise.





# Oklahoma City Public Schools Strategic Plan

- Introduction & Engagement Process
- Executive Summary
- Who We Are
- Profile of a Graduate
- Theory of Action
- Vision for Equity
- Equity Dimensions
- Organizational Cornerstones
- Strategic Priorities
- About Us





*The Great*  
**COMMITMENT**

## A Promise to Our Students



**It is our job to meet our students' needs so that they can choose their path in life**

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.



## A Commitment to Engage



### **This plan represents countless hours of listening and learning**

The engagement process included focus groups and interviews with students, families, teachers and staff, as well as input 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.

# Executive Summary



## Oklahoma City Public Schools Strategic Plan

A strategic plan is a road map for an organization. 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.

- **VISION**
- **CORE VALUES**
- **MISSION**
- **PROFILE OF A GRADUATE**
- **THEORY OF ACTION**
- **EQUITY DIMENSIONS**
- **ORGANIZATIONAL CORNERSTONES**
- **STRATEGIC PRIORITIES**
- **STRATEGIC INITIATIVES**
- **KEY PROGRESS INDICATORS**

# Our Why



## 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.

# What makes us special



## 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. 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**



**Cultural  
Competence**



**Communication**



**Social & Emotional  
Wellness**



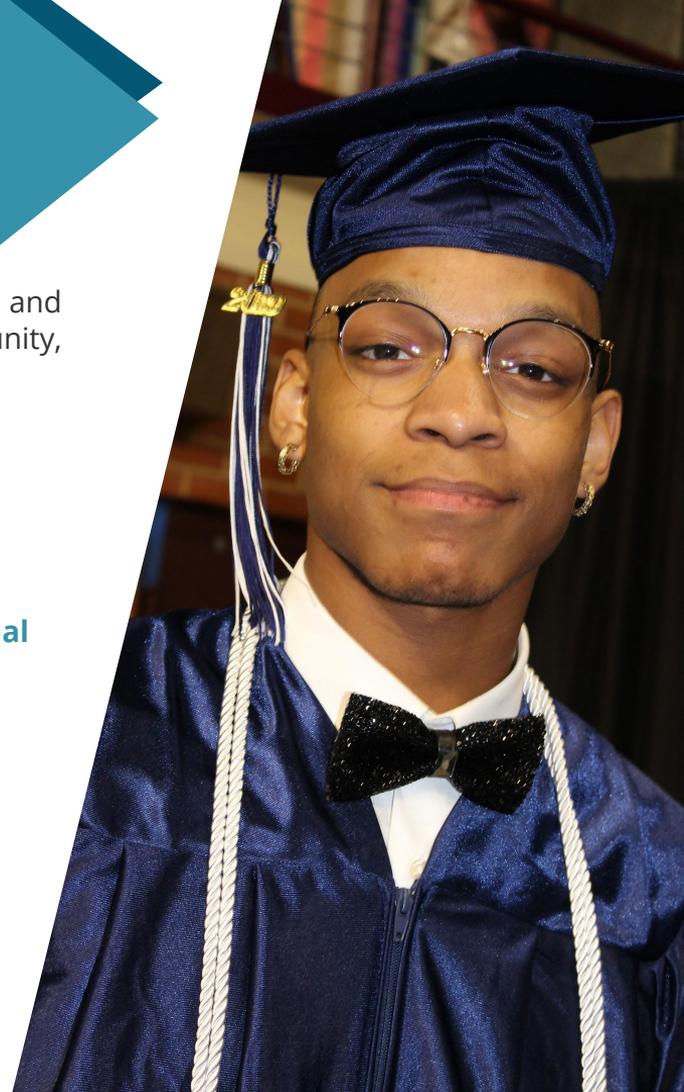
**Adaptability**



**Responsible  
Decision Making**



**Perseverance**



# 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

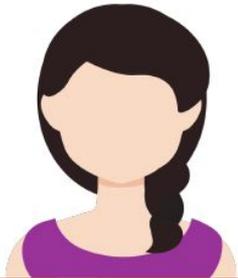
## *Then...*

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

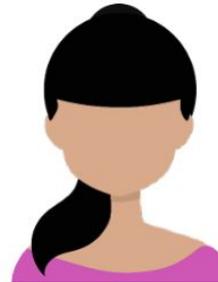
# Theory of Action



“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:



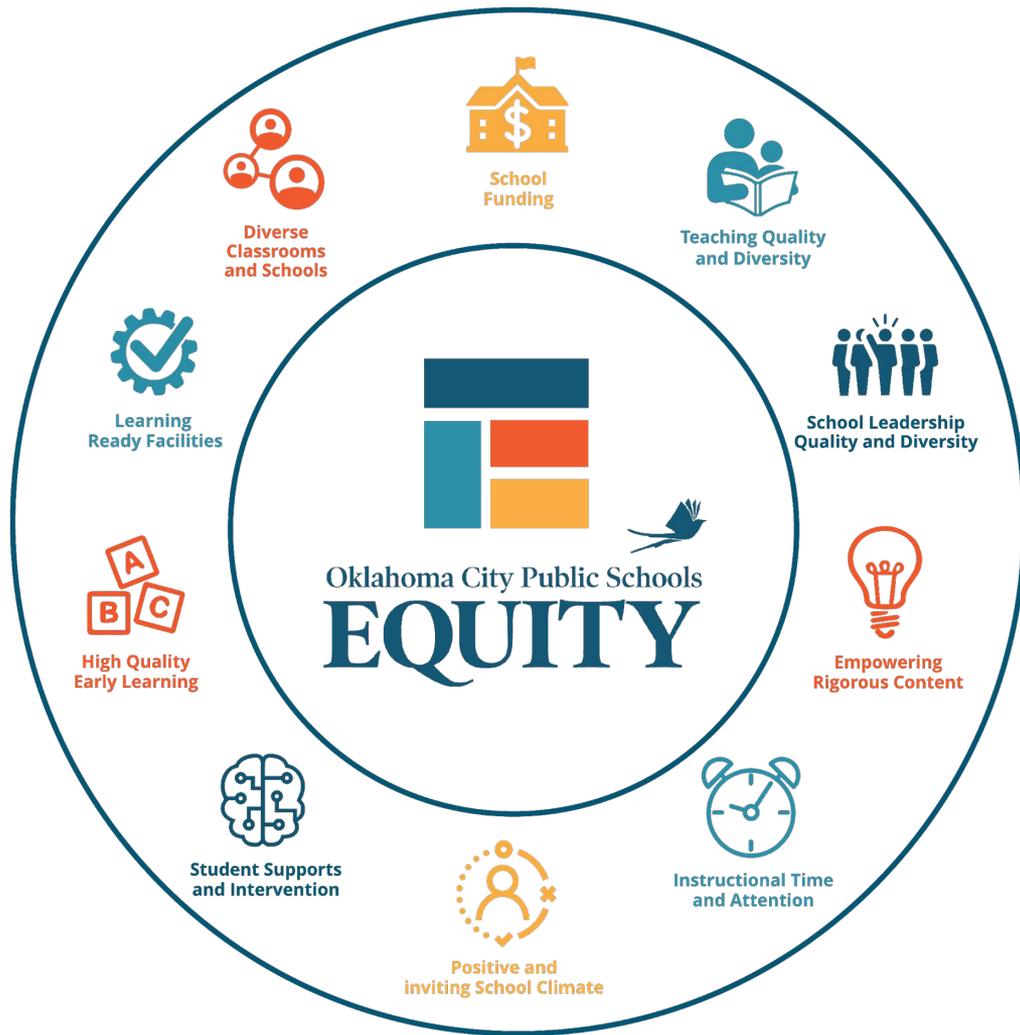
needs-based allocation of resources (people, time, money)



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



ambitious instruction from educators with high aspirations



## Transforming Learning: 10 Dimensions of Educational Equity

1. School Funding
2. Teaching Quality and Diversity
3. School Leadership Quality and Diversity
4. Empowering Rigorous Content
5. Instructional Time and Attention
6. Positive and Inviting School Climate
7. Student Supports and Intervention
8. High Quality Early Learning
9. Learning Ready Facilities
10. Diverse Classrooms and Schools

# 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 decisions about resources that are smart, equitable, and transparent.



## 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

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.



## Planning for Change

Our divisions, departments and schools are charged with planning, testing, studying, and implementing their best ideas for changes that will support our mission.

*Ignite Passion*



*Culture of Empowerment*

*Invite Engagement*



*Culture of Caring*

*Inspire Trust*



*Culture of Responsibility*

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.

# Culture of Empowerment

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



## Our Priority Focus



Educational  
Equity

## 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.



Oklahoma City  
PUBLIC SCHOOLS

Our Priority Focus



**Social and  
Emotional  
Wellness**

Strategic Initiative



A Project of  
the OKC Schools  
Compact

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.



Oklahoma City  
PUBLIC SCHOOLS

## Our Priority Focus



## Continuous Improvement

## Strategic Initiative

Strategy Implementation Planning and 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

# 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.

# About Our District



## Employee Demographics

Includes Vacancies

EMPLOYEES

5,000

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



## Student Demographics

For 2019-20

STUDENTS

36,000

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



# The Great Commitment

Together, We Rise  
2020-2025

# System Key Progress Indicators



Student  
Chronic  
Absenteeism

Staff  
Attendance

Staff  
Retention

Academic  
Growth

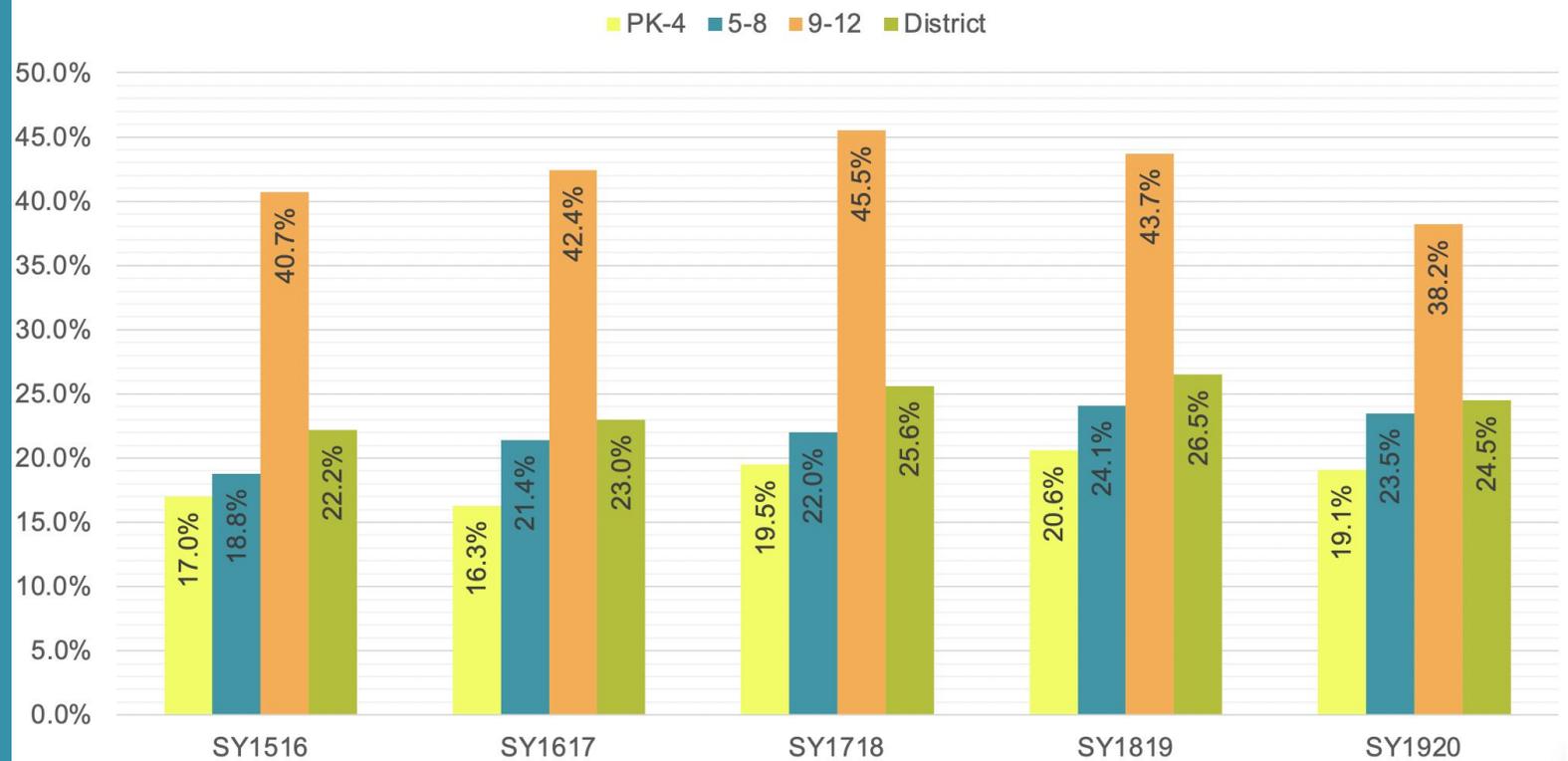
Student  
Enrollment



# Chronic Absenteeism



## Percent of Students with Chronic Absenteeism by Grade Band

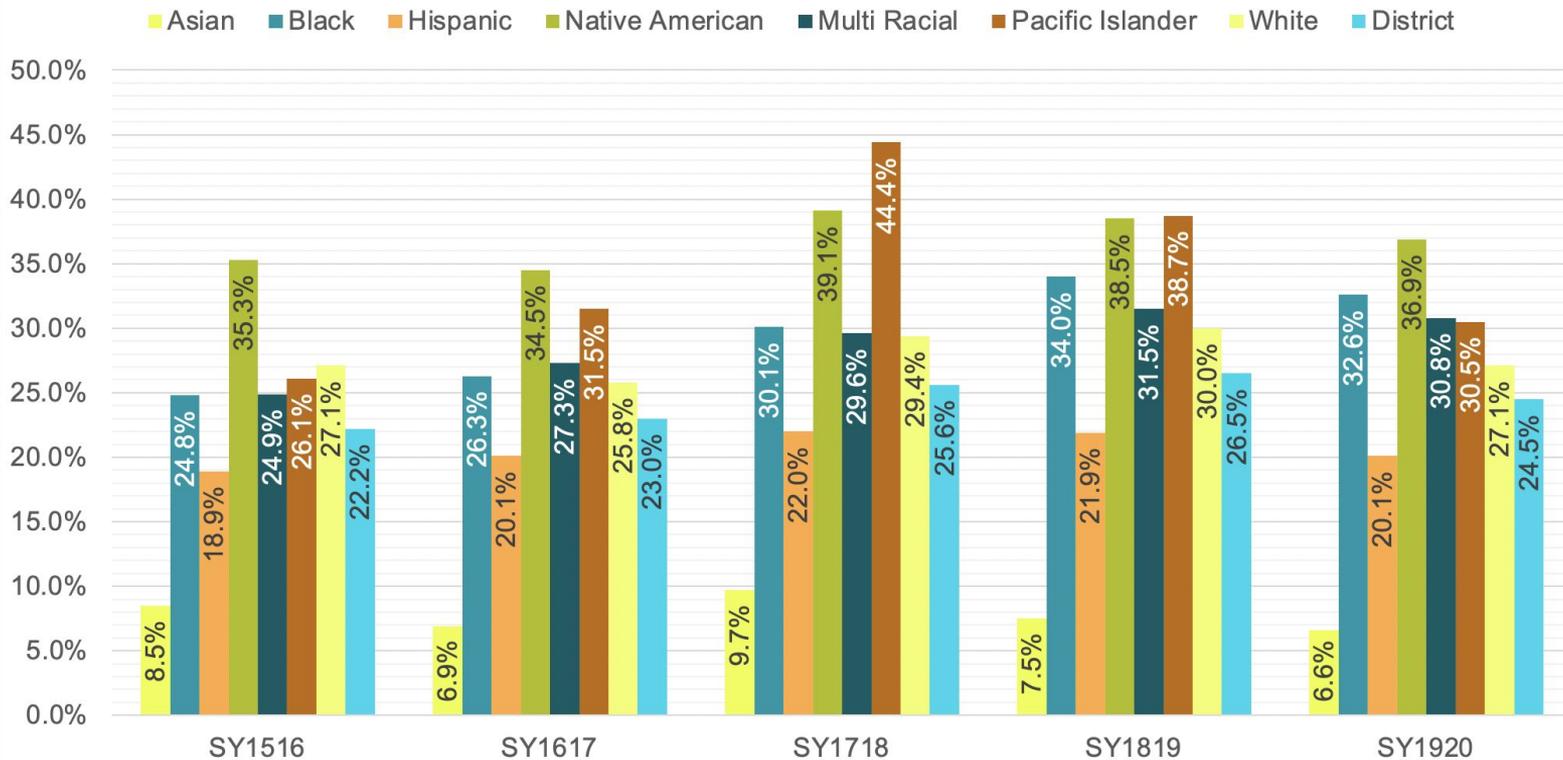




# Chronic Absenteeism



## Percent of Students with Chronic Absenteeism by Race/Ethnicity





# Staff Attendance



Baseline data in progress (Source: SAP)

Metric - attendance rate for teachers and all staff  
(not including annual leave, FMLA)



# Staff Retention



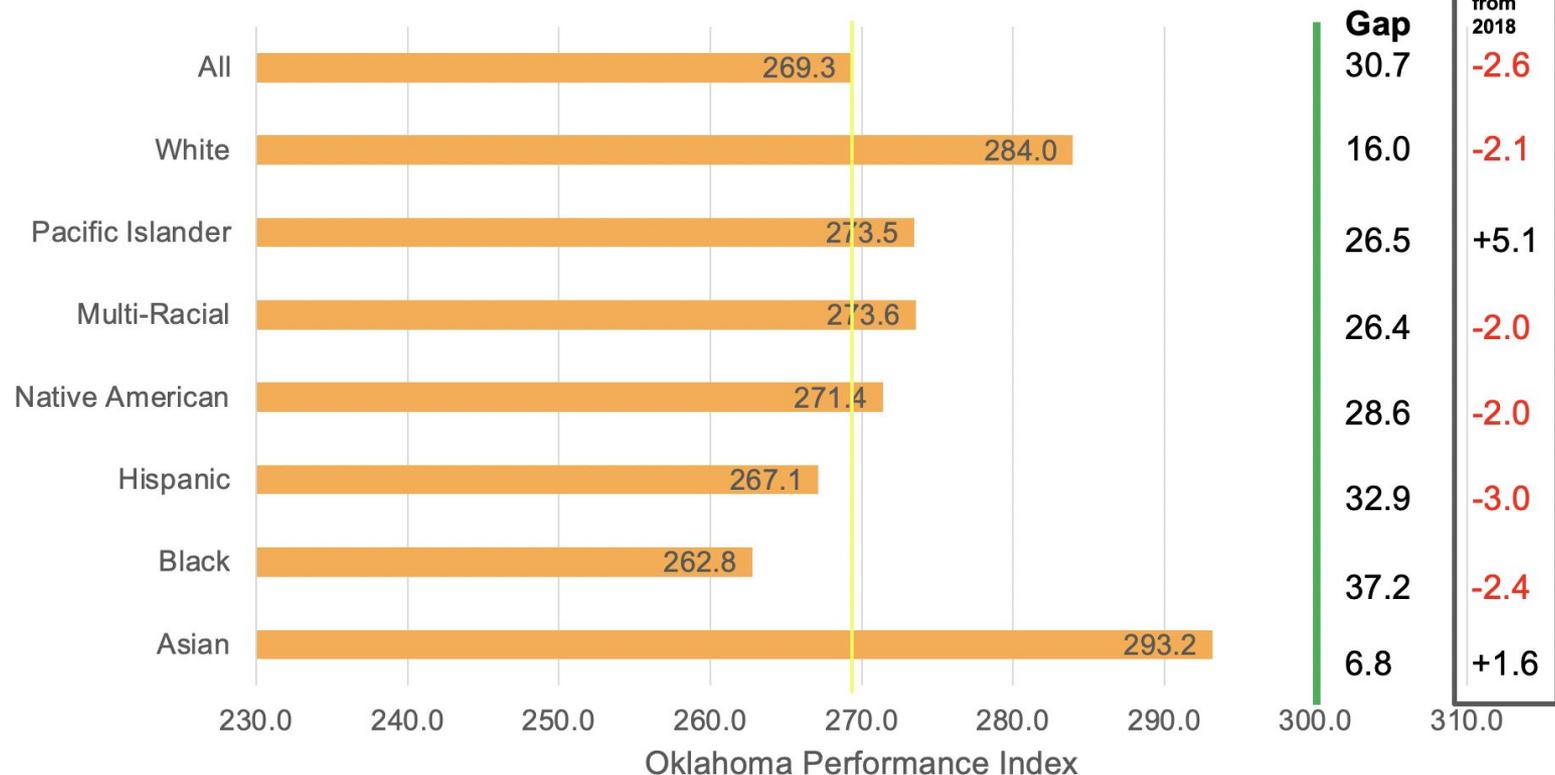
Baseline data in progress (Source: SAP)

Metric - Percent of current teachers and all staff who were employed by OKCPS in the prior year (not including retirements, non-renewals, terminations, and resignations in lieu of termination)



# Academic Growth

## Reading Performance 2019

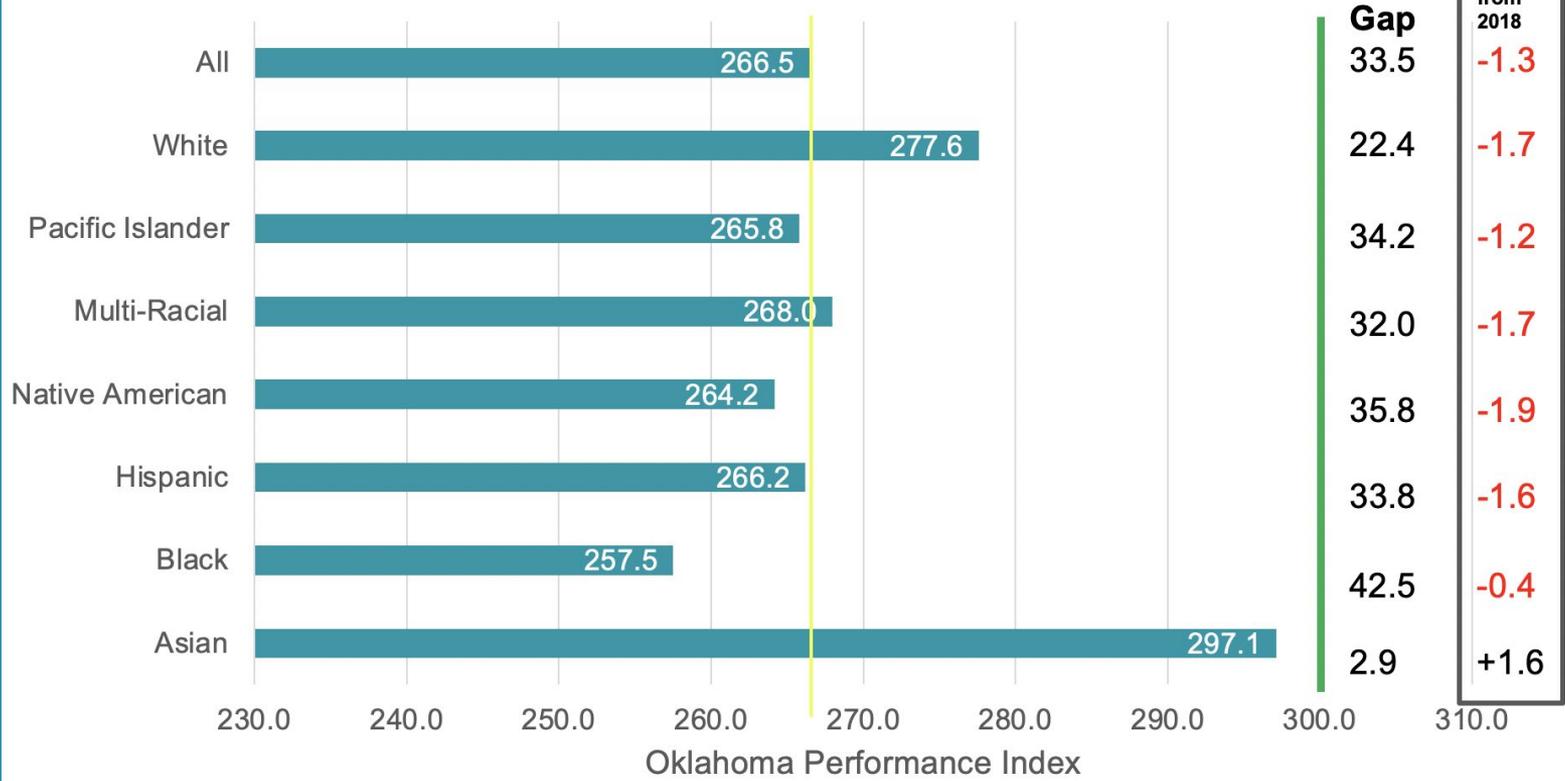




# Academic Growth



## Mathematics Performance 2019

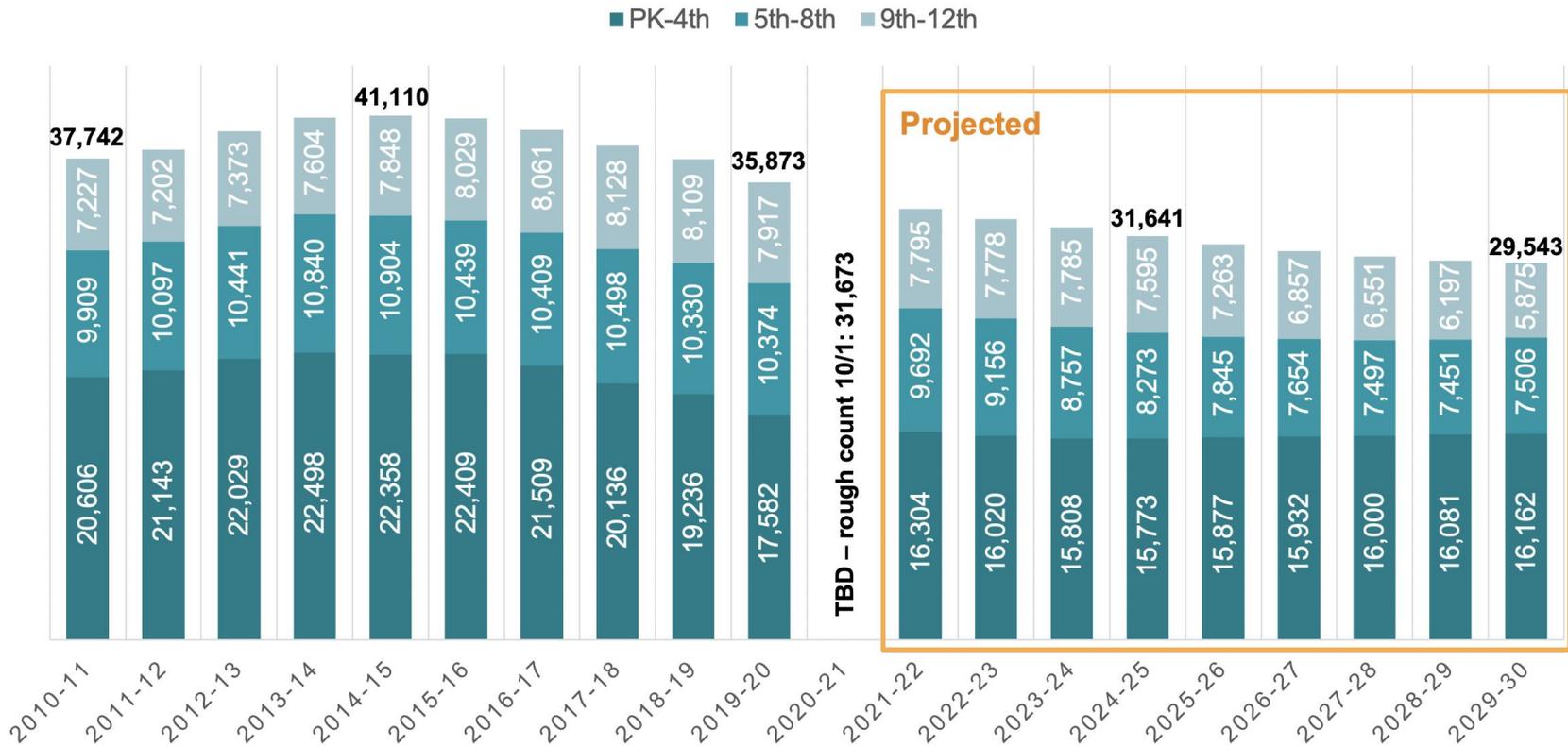




# Enrollment



## OKCPS ENROLLMENT





**Oklahoma City**  
PUBLIC SCHOOLS

Send questions and comments to:  
Dr. Rebecca Kaye, Chief of Information & Accountability  
[rdkaye@okcps.org](mailto:rdkaye@okcps.org)