

Tulsa Public Schools
2008-2009 Strategic Plan and Action Plan

Core Goal: <input checked="" type="checkbox"/> Student Learning and Performance <input type="checkbox"/> Efficient and Effective Operations <input type="checkbox"/> Parent/Community Support <input type="checkbox"/> Faculty and Staff Focus <input type="checkbox"/> Performance Excellence	Short Range Goal: Provide rigorous instruction for continuous improvement in student achievement
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Strategic Objective and Measures:
 1.1 All students will meet or exceed ACE performance requirements in reading, math, science, and social studies
 Measurements: Key Performance Indicators 3, 4, 5, 6 (OCCT's and EOI's in each content area/tested course)

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
II.1	1. Design coaching plan for deployment by coaches/instructional specialists to support grade level and content site teams in using test data to identify gap closing instructional strategies	Deputy Superintendent for Leadership, Director of Professional Development	PD material, including book Coaching with Data	12/08	01/09	
II.2,7,8	2. Review and deploy Standard District Curriculum, including research based instructional practice and learning resources, (digital media, home access), in reading, language arts, math, science and social studies to identify gaps and opportunities for improvement	Curriculum and Instruction, Library Media Services, Professional Development	Funds to purchase home access capability	07/08	06/09	
II.7 III.5(2,7,9)	3. Review SPED programs and services to include: A. secondary curriculum review, B. instructional strategies, including differentiated instruction, and inclusion model, C. monitoring, student placement, transition plans and career placement, D. development and deployment of co-teaching model, E. deployment plan for Response to Intervention Model, F. IEP deployment to include student feedback loop	Deputy Superintendent for Leadership, Special Education, Curriculum and Instruction, Professional Development	Stipends for PD		06/09	
III.5 (8)						

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	4. Review alternative education programs and services through external audit; review recommendations and deploy improvements	Assistant to the Superintendent for Accountability; Deputy Superintendent for Operations, Assistant Superintendent for Innovation and Alternative Education	External evaluator, funding for recommended improvements	05/08	06/09	
II.1,7 III.1, 5(2)(8)(10)(11)	5. Develop and deploy teaming model for curriculum and instructional delivery, and social and emotional support for students	Curriculum and Instruction, Guidance and Counseling	Funding for PD	01/09	06/09	
II.3, 4, 7 III.3, 5(2)(8)(11)	6. Review and deploy research based best teaching and learning practices, including inquiry based teaching and learning, use of technology, and strategies to build academic vocabulary; provide professional development for teachers	Curriculum and Instruction, Guidance and Counseling, Information Services	Stipends for summer PD	01/09	06/09	
II.4 III.3, 5(2)(6)(9)(11)	7. Review District PD development and delivery to include: A.1.delivery of content that links to gaps in student learning and achievement, 2. student needs, 3. teacher identified needs, B. plan to monitor deployment, and C. peer support for teachers	Professional Development, Curriculum and Instruction		01/09	06/09	

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Strategic Objective
 1.2 All students will be prepared for post-secondary education and employment
 Measurement: Key Performance Indicators 15, 16, 17, 18, 19, 20, 21, 22

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
II.2 III.2 III.5(11)	1.A. Review instructional programs to ensure continuum of programs and services that lead to post-secondary education and employment B. Review current elementary and middle school gifted/accelerated instructional programs and develop acceleration strategies C. Implement Career Path and Individual Career Planning training, grades 8-12, D. Develop, fund, and deploy plan to support students at risk of not graduating, to include graduation coaches and extended day for OCCT/ACT test preparation, E. Provide and transcript courses for dual enrollment	Curriculum and Instruction, SPED, Guidance and Counseling, Area Superintendents, Assistant to the Superintendent for Accountability				
III 5(2, 8, 11)	2. Develop and deploy magnet school curriculum	Deputy Superintendent for Operations, Director of Magnet Schools, Principals	Magnet Funds	09/08	06/09	

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Strategic Objective and Measures:
 1.3 Develop, pilot, and expand improvements in high school curriculum content, instructional delivery that supports active engagement in learning
 Measurement: Documentation of instructional strategies linked to assessment data, documentation of deployment (lesson plans, classroom observations)

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
II. 1, 2, 3, 4, 7 III 1, 2, 3, 5 (1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11)	1. Design and deploy comprehensive plan for high school reform to include: A. Modifications to structural components B. Deployment of effective instruction, C. Collaboration with Library Media Services D. Professional development, E. Method for providing evidence of classroom instructional practice linked to SIP's and DSP. F. Career focused themes that link to the core curriculum G. Project-based learning and culminating senior project H. Review of AVID for potential implementation	Deputy Superintendent for Operations, Area Superintendents High School Principals, Curriculum and Instruction, CareerTech, Professional Development, Library Media	Funding source: Title 1	01/09	06/09	

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Strategic Objective and Measures:
2.1 Implement school based problem-solving teams, including counselors, PBIS implementers, teachers, and administrators to provide early intervention (including instructional, social, and behavioral) to reduce suspensions, absences, truanancies, and dropouts.
Measurements: PBIS teams in place, suspension, absence, truancy, and drop out rates results

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
II. 2 III.2, 5(1, 2, 3, 4, 5, 6, 8, 9, 10, 11)	1. Reduce suspensions, absences, truanancies and drop-outs through school based problem solving teams that address development and deployment of early intervention/transition strategies for 9 th grade students and coordination with Campus Police and Tulsa Police to assist with reducing truanancies and absences	Area Superintendents, High School Principals, Curriculum, Campus Police		01/09	08/09	
II.2 III.5(2)	2. Review PBIS deployment, including training for faculty and staff, and performance incentive	Deputy Superintendent for Leadership, SPED	\$5000 per site, PBIS Coord. funding			
III.5(2)	3. Review conflict and resolution process to include strategies for eliminating conflict escalation	Campus Police		01/09	03/09	
IV	4. Develop and deploy Phase I of new Student Management and Accountability System that aggregates student data, including enrollment, scheduling, attendance, behavior (suspensions), and dropouts	Assistant to the Superintendent for Accountability, Chief Information Technology Officer	Funding for purchase and deployment	7/08	9/09	

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Strategic Objective and Measures:
 2.2 Eliminate disproportionate suspension rate for African-American students, Hispanic students, and SPED students
 Measurements: Suspension rate targets/actual performance and trends

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
III.5 (2)	1. Develop and deploy district-wide plan, including data review of African American, Hispanic, and SPED suspensions, professional development for faculty and staff, and parent education to promote tolerance, positive human relations and behavior that results in elimination of the suspension gap	Deputy Superintendent for Operations, Assistant Superintendent for Accountability, Deputy Superintendent for Leadership, Curriculum, Guidance and Counseling, Area Superintendents				

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Strategic Objective and Measures:
 2.3 Continue to systematically deploy Alternative Education processes and procedures for student placement, participation, and transitions

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
	1. Convene a community task force to guide the development of structure, processes, and programming to meet the needs of non-traditional students.	Dep. Supt for School Operations and HS Reform, Asst Supt for Innovation, Alt Ed	Time, Clerical Support, Communication, Collaboration	12/08	2/09	
	Develop and deploy strategic plan, including vision, mission, and action plans for identified innovative schools and choice programs that are aligned and linked to the District Strategic Plan	Dep Supt for Operations and HS Reform, Asst Supt for School Innovation, Alt Ed.	Time Collaboration	02/09	06/09	

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Strategic Objective and Measures:
 2.4 Support district-wide student and operational performance through the use of knowledge management, data, and information
 Measurement: 1. Documentation of data, knowledge and information ownership, and communication processes and procedures to stakeholders
 2. Completed PDSA's and deployment of recommended changes, 3. Completion of alternative education audit and deployment of recommended changes

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
III.5(8)	1. A. Review district methods and for determining the needs and requirements of internal customers/stakeholders, including methods for listening and learning in order to ensure that knowledge, information and services are available to support the district and site decision-making process. Recommend and deploy new technology that supports knowledge and information sharing.	Deputy Superintendent for Operations, Area Superintendents, Curriculum, Assistant to the Superintendent for Accountability, Chief Human Resources Officer, Chief Information Technology Officer, Chief Operations Officer , Chief Financial Services Officer		01/09	08/09	
III.5(8)	2. Provide support for teacher leaders and aspirant candidates to acquire new knowledge and skills for leading social/cultural change processes	Dep Supt for Leadership and Planning, Prof Dev				

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III.5(8)	3. Identify strategies for supporting school leadership, including professional coaching/mentoring					
III.5(8)	4. Collaborate with business, community and higher education partners to prepare urban school leaders					
III.5(8)	5.A. Review accounting and banking processes for best practice implementation. B. Review asset management procedures, using GAAP as a benchmark for best practice.	Chief Financial Officer		01/09	08/09	
IV.	6. Design and deploy comprehensive accountability systems to improve effectiveness of instruction and efficiency of operations, including OCCT completion rate. Expected outcomes: A. Clear and effective processes for measuring organizational performance at the District and site levels, B. Effective and useful SIP's that are aligned to the DSP, C. Data driven decision making by all staff, D. Culture of continuous improvement, E. Improved % of SPED test completion	Assistant to the Superintendent for Accountability, Area Superintendents, Deputy Superintendent for Operations, Chief Human Resources Officer, Chief Information Technology Officer, Chief Financial Officer, Chief Operations Officer		07/08	06/09	
III.5(9)	7. Develop and deploy Organizational Health Profile, track and trend data	Assistant to the Superintendent for		01/09	06/09	

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<p>III.5(2)</p>	<p>8. Support community oriented policing for safety and security by sharing data, knowledge and information on criminal activities that may interfere with student learning</p> <p>9. Develop and implement a comprehensive complaint management process and use for improvements in customer service</p>	<p>Accountability</p> <p>Campus Police, Principals, Area Superintendents</p>		<p>01/09</p>	<p>03/09</p>	
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Strategic Objective and Measures:
 3.1 Establish a Parent Academy that empowers parents as advocates and effective partners in their child’s education
 Measurement: Topics identified for on-going parent academies and are systematically deployed throughout the year.

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
II.4 III.3	1. Parent Involvement Plans for all schools will include the establishment of Parent Academies in each geographic area to deliver knowledge, skills, and information to empower parents as advocates and effective partners in their child’s education. Sessions to be held at regular intervals during the school year.	Title I., Gear Up, School Community Relations, Curriculum and Instruction, Professional Development, Area Superintendents	Stipends for presenters	Jan09	Jun09	
II.4 III.3	2. Establish a systematic plan that identifies opportunities for parent/family engagement by serving as supporters, advocates, decision-makers, and volunteers 3. Continue and increase the numbers of Partners in Education across the District	School Community Relations, C and I, PD, Area Supts.				

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Strategic Objective and Measures:
 3.2 Provide stakeholder access in order to seek information, pursue common purposes and make complaints
 Measurement: 1. Collection and review of data relative to quality, availability, and user friendliness 2. Plan for improvement developed and deployed

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
	1. Review and recommend changes to District websites to improve quality and availability and user friendliness of knowledge and information	Public Information Deputy Superintendent of Operations, Area Superintendents, Chief Human Resource Officer, Chief Financial Officer, Chief Information Technology Officer, Chief Operations Officer		12/08	06/09	

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Strategic Objective and Measures:
 3.3 Collaborate with parent, student, civic, business and community organizations, and state and local agencies to support student success
 Measurement: 1. Documentation of attendance through agendas and sign-in sheets, record of knowledge and information sharing, high school reform initiative developed and deployed. 2. Grant activities deployed in accordance with requirements. 3. # of potential volunteers/actual volunteers, # of presentations made to solicit support

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
III.3	1. Create a high school task force that will engage stakeholders in order to share knowledge and information about the high school reform initiative	Deputy Superintendent for Operations	Stipends for presenters	01/09	08/09	
II.3	2. Deploy Improving Literacy through School Libraries Grant to 17 schools	Library Media, Curriculum and Instruction, Professional Development, Information Technology	Grant and professional development has been funded	09/08	09/09	
	3. Provide leadership for the community volunteer program	School Community Relations		01/09	06/09	

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Strategic Objective and Measures:
 4.1 Develop and deploy training plan for support staff
 Measurements: Structure and cycle time in place that supports training plan. 2. # of eligible employees trained, 3. Recommended changes to training deployed

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
II.4 III.3,9	1. Identify components of support staff training plan and opportunities to outsource training to include training for teacher assistants to support reading and math achievement	Deputy Superintendent for Leadership, Professional Development, Human Resources				
II.4 III.3	2. Review and make recommended changes to non-certified substitute teacher training to include evaluation of training activities	Human Resources, Area Superintendents				
	3. Identify and provide teacher and administrator prescribed professional development to support improved student achievement					
	4. Identify and provide training for all employees that supports the District Strategic Plan's 5 Core Goals.	Dep Supt for Ldrshp. PD, HR				

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Strategic Objective and Measures:
 4.2 Develop and deploy ethics plan to include training and monitoring process
 Measurement: Plan developed and cycle of training established, 2. # of employees trained

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
III.5(9)	1. A. Review initial ethics training, identify training cycle, and develop and deploy additional training to all employees, B. Monitor and track ethics violations	Deputy Superintendent for Leadership, Director of Professional Development, Chief Human Resources Officer				

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Strategic Objective and Measures:
 4.3 Align employee recruitment to staffing plans
 Measurement: Employee recruitment plan deployed

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
	1. Review and recommend updates to recruitment and staffing plans to include projected turnover/retirements, focus on critical areas, process improvements in deployment	Chief Human Resources Officer, Area Superintendents	Funding for stipends and signing bonuses	01/09	03/09	

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Strategic Objective and Measures:
 4.4 Train School Improvement Teams in using the Baldrige Education Criteria to drive continuous improvement across the District
 Measurement: Training developed and deployed

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
	1. Develop and implement training for using the Baldrige Criteria for continuous improvement	Strategic Planning, PD				

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Strategic Objective and Measures:
 5.1 Align and integrate District, division, department and office plans to the District Strategic Plan
 Measurements: Completed DSP with linkages

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
	1. Develop and deploy, monitor and evaluate the District Strategic Plan and action plans and key measures.	All Divisions, Departments, and Offices		Oct08	Feb09	

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Strategic Objective and Measures:
 5.2 Track, trend and regularly report performance improvements in the following areas—student learning outcomes, student and stakeholder focused outcomes, budgetary, financial and market outcomes, process effectiveness outcomes, and leadership outcomes

Links to District Improvement Plan	Actions	Responsible Individuals/Group	Resources Needed	Begin Date	Due Date	Completion Date
	1. Identify dashboard measures, key performance indicators in all areas, determine who owns the data, who tracks and trends the data for aggregation. Present data to Cabinet, Leadership Team, and principals.	All divisions, departments, and offices		Oct08	Mar09	