



Preparing Students for the Global Economy



Orange Unified School District

Strategic Plan 2014-2017

Adapted from the OUSD Local Control & Accountability Plan 2014-2017
Board Approval & Adoption – June 5, 2014



Orange Unified School District

What's best for our students comes first.

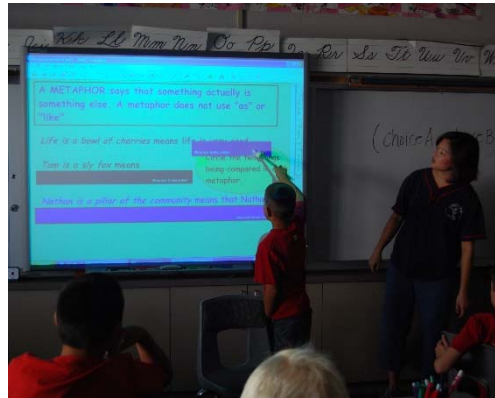




Table of Contents

Orange Unified School District

Strategic Plan 2014-2017

[f /OrangeUnifiedSchoolDistrictCA](#)

[t /OrangeUnifiedCA](#)

OUSD Board of Education	4
Introduction	5
Orange Unified School District Mission Statement	6
Mission & Top Ten Core Values	6
Our Location	7
OUSD Snapshot	8
Strategic Planning Process	9
Local Control & Accountability Plan (LCAP) Executive Summary	9
Strategic Planning	10
Our Initiatives – Preparing OUSD Students for the 21 st Century	12
State & National Recognition for OUSD	16
Acknowledgements	17
Preparing Students for Careers & College	18



OUSD Board of Education



Alexia Deligianni-Brydges, Ed.D.



Rick Ledesma



Kathryn Moffat



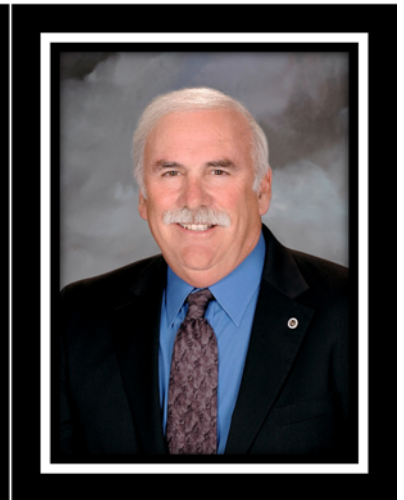
John Ortega



Diane Singer



Timothy Surridge



Mark Wayland



Introduction

Message from the Superintendent of Schools

August 2014

Dear Parents and Community Members:

Welcome to the Orange Unified School District! It is an exciting time within the District as we progress on our quest to develop state of the art facilities for students and teachers, at the same time continuously preparing our students for successful college and career experiences by providing a 21st Century education.

Orange Unified is dedicated to academic excellence and a balanced instructional experience that will ensure our students are able to compete in the global community. The District teachers and principals are providing a rigorous instructional program that engages all students in deeper levels of collaboration, critical thinking and creativity. We believe that “what’s best for our students comes first and foremost,” and we continue to push for greater levels of success within the organization.

Award winning schools and academic success are a product of the dedication and talent of the people throughout the process of strategic goal setting and planning. Orange USD’s faculty members are lifelong learners, demonstrating high levels of care and commitment to student academic and social needs. Support staff is dedicated to serve in a multitude of capacities, ensuring the successful operation of award winning schools, and our leadership team acknowledges the value of personnel development and service to students and families. Every one of these dedicated employees strives to lead the District to greater levels of achievement. Our community and business leaders are also dedicated to the excellent education provided by the Orange Unified team as evidenced by their overwhelming support for advancing toward the possibility of “state of the art” modernized facilities. The success of our students is a collaborative effort of all stakeholders in the process of educating students.

Together we have developed the strategic priorities and goals of the District through the newly enacted State Board Adopted Local Control and Accountability Plan (LCAP) involving all aspects of stakeholder engagement. Our Strategic Plan is a synthesis of key elements of the LCAP and serves as a tangible blueprint of our vision for the District’s future. It outlines our mission, values, strategic planning process utilizing the LCAP, priorities, and goals that will continue to lead the District to educational excellence. It will guide the schools in delivering a 21st Century education and provide the Orange community with an understanding of the advancement of education in Orange Unified.

I encourage you all to stay up to date on the developments regarding the Strategic Plan (2014-17), the progress toward facilities modernization, and other important District communications by visiting the website at (www.orangeusd.org) and following us on Facebook at [OrangeUnifiedSchoolDistrictCA](https://www.facebook.com/OrangeUnifiedSchoolDistrictCA).

Sincerely,

Michael L. Christensen
Superintendent of Schools





Our Core Values

Where We Are Going

Orange Unified School District Mission Statement

"The Orange Unified School District, being committed to planning for continual improvement, will offer a learning environment of excellence, with high expectations, to provide each student with the opportunity to be able to compete in the global economy."

Top Ten Core Values

THIS WE BELIEVE ABOVE ALL ELSE ...

1. That all students will learn.
2. That all available resources will be utilized to ensure student success.
3. That everyone needs to model servant leadership.
4. That creating a shared vision will empower others.
5. That communicating our shared vision requires honesty and consistency.
6. That all people should be treated with respect and dignity.
7. That we demonstrate trustworthiness by all we say and do.
8. That we need to listen empathically and respectfully to understand the message beyond the words.
9. That everyone is our customer and, therefore, we will always follow-up and follow-through.
10. That what's best for our students comes first and foremost.

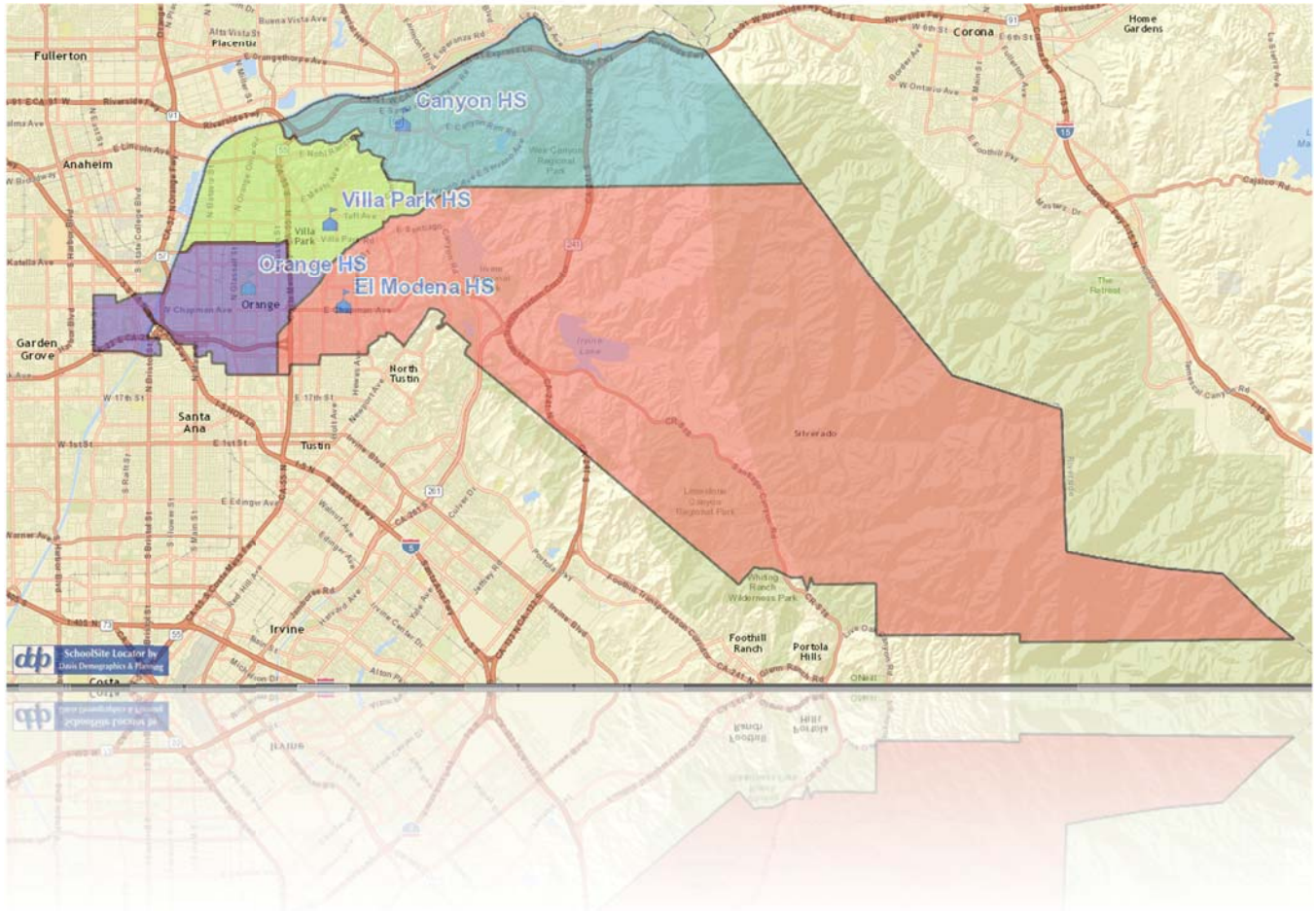




Our Location

Who We Serve

OUSD Boundary Map



The Orange Unified School District, located in Orange County, California, is at the center of a growing community 37 miles southeast of Los Angeles and 68 miles north of San Diego.

Orange Unified's excellent location in northeast Orange County offers its employees a full range of residential and recreational opportunities.

Orange Unified serves students from the cities of Orange, Garden Grove, Santa Ana, Villa Park, Anaheim and Anaheim Hills, unincorporated North Tustin and the unincorporated areas east of Orange to the Riverside County line. All told, the Orange Unified School District covers 108 square miles of mostly suburban development, with a large area of semi-rural and undeveloped land to the east.

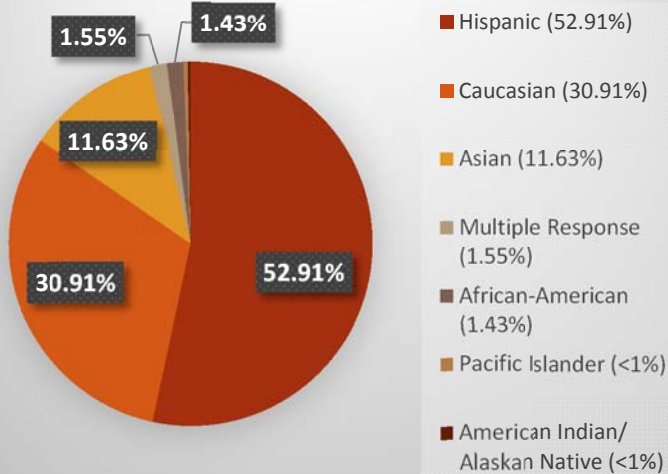
The 29,750 students in Orange Unified are served by 26 elementary schools, 5 middle schools, four 9 – 12 high schools, a continuation high school, a K – 8 math and science magnet school, and four special schools.



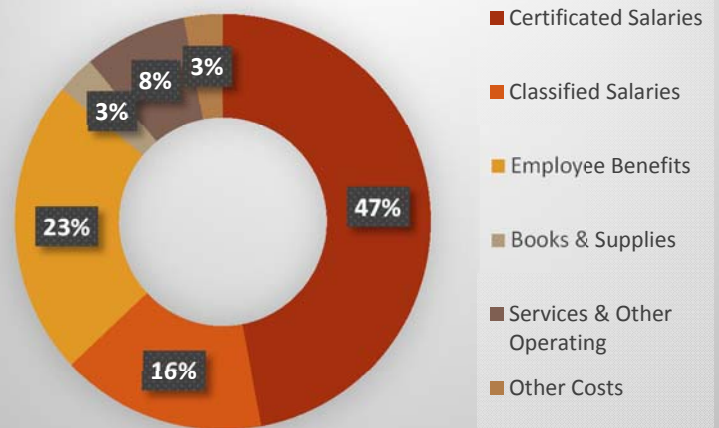
OUSD Snapshot

Who We Are

Student Ethnic Diversity



Operational Expenditures



Elementary Schools:

Anaheim Hills	Handy	Panorama
California K-5	Imperial	Prospect
Cambridge	Jordan	Running Springs
Canyon Rim	La Veta	Serrano
Chapman Hills	Lampson K-5	Sycamore
Crescent	Linda Vista	Taft
Esplanade	Nohl Canyon	Villa Park
Fairhaven	Olive	West Orange K-5
Fletcher	Palmyra	

Middle Schools:

Cerro Villa
El Rancho Charter
Portola 6-7-8
Santiago Charter
Yorba 6-7-8

High Schools:

Canyon
El Modena
Orange
Villa Park

K-8 Magnet:

McPherson

Specialized Schools:

Canyon Hills
Community Day /Alternative Ed.
Career Technical Education &
Regional Occupational Programs
Orange Pre-K SDC
Richland Continuation

Recognitions:

CA Distinguished Schools
County & State Teachers of the Year
Classified Employees of the Year
National Blue Ribbon Award
National Blue Ribbon Nominee
CIF Division and State Champions
... and many more!

How to Find Us:

Orange Unified School District
1401 North Handy Street
Orange, CA 92867
714-628-4000
www.orangeusd.org

[f /OrangeUnifiedSchoolDistrictCA](https://www.facebook.com/OrangeUnifiedSchoolDistrictCA)
[t /OrangeUnifiedCA](https://www.twitter.com/OrangeUnifiedCA)

Fast Facts

- Number of Students: 29,750
- Number of Employees: 2,843
- Graduation Rate: 94%
- Attendance Rate: 96%
- Students Receiving Free/Reduced Lunch: 46%
- Languages Spoken : 40 languages
- 2013-2014 Budget: \$214 million



Strategic Planning

An Ongoing Process

Local Control & Accountability Plan (LCAP) Executive Summary

Introduction to the Local Control and Accountability Plan

After more than 40 years of funding schools according to a calculation known as the “Revenue Limit,” the California State Legislature in 2013 approved Governor Jerry Brown’s plan for the Local Control Funding Formula (LCFF). The LCFF will bring an increase in funding to the Orange Unified School District over the next eight years. The LCFF eliminated most “categorical” programs—restricted funds that could be used only for specific purposes. Our state funding now comes with a “base grant” that is the same for all school districts as well as supplemental and concentration funding based on the number of students who are English language learners, low income or foster youth. The new funding that is generated through the LCFF is dedicated to improve the learning outcomes for three groups of students: English language learners (ELL), low-income (LI) students and foster youth (FY). In addition to a “base grant”, that is the same for all districts in the state; Districts receive additional funding based on the unduplicated count of students who qualify in one of those three groups. For each student in one of those three categories, districts receive what is known in the LCFF as a “supplemental grant.” Districts that have more than 55% of their students in one of those three categories also receive a “concentration grant.” The Orange USD only receives Supplemental Funding due to the 51% unduplicated count of students.

In enacting the LCFF, the Legislature also approved the Local Control and Accountability Plan (LCAP), which mandates that districts describe how they intend to meet annual goals for all students and address state and local priorities. The accountability plan must align goals to the defined priorities, set targets for improvement based on data and link expenditures to the District’s goals. In creating the LCAP requirement, the California legislature established priorities that must be included in the plan. These include:

- ***Conditions of Learning***

- Williams Settlement Criteria
- Implementation of Common Core State Standards
- Course Access

- ***Pupil Outcomes***

- Pupil Achievement
- Other Student Outcomes

- ***Engagement***

- Parent Involvement
- Pupil Engagement
- School Climate





Strategic Planning

An Ongoing Process

In enacting the LCFF, the Legislature also established requirements for stakeholder engagement in the process, including specific review by parents. The district's stakeholder engagement is detailed in Section I of the LCAP.

Section 1: Stakeholder Engagement Process

- Process started early in September 2013
- English and Spanish Survey on District Website – over 1000 responses received
- Parent, community members, pupils, bargaining units and partner stakeholders servicing English Learners, Foster Youth, Low Income students have been involved in multitude of planning meetings
- Principals engaged parents at school site level in obtaining input and providing information about LCFF/LCAP
- LCAP Stakeholder Engagement Process Timeline which includes (but not limited to) consulting with Superintendent's District Advisory Council (DAC), Employee Groups, Curriculum Council, Foster Youth Parent advisory, District English Learner Advisory Council (DELAC) and Special Education Community Advisory Committee (CAC)

Section 2 & 3: Goals, Action, Services and Expenditures

It is also expected that Districts align goals and progress indicators to the appropriate actions, services and expenditures to meet the needs of students to improve student outcomes. The overwhelming response from the community was to focus on the social-emotional aspects of student learning and improve student engagement and connectedness. Section 2 and 3 of the LCAP provide detailed descriptors of the actions and services proposed to meet these needs.

Conditions of Learning

OUSD Main Goal: *All Students will receive a high quality education in a safe environment that prepares them to graduate from high school, college and career ready.*

Includes State Priorities: Basic Services, Implementation of State Standards, and Course Access

- **Actions, Services and Expenditures include:**
 - ✓ Professional development on intervention/support programs
 - ✓ Professional development for teachers in State Standards and ELD
 - ✓ Expansion of Career Technical Education (CTE) courses/pathways and resources
 - ✓ Instructional Specialists–CCSS, Arts/Music, Science/Technology
 - ✓ Increase technology/facilities support for all students
 - ✓ CCSS supplemental materials alignment



Strategic Planning

An Ongoing Process

Pupil Outcomes

OUSD Main Goal: *All Students will attain mastery or demonstrate academic growth toward mastery in core content areas.*

Includes State Priorities: Student Achievement and Other Student Outcomes

- **Actions, Services and Expenditures include:**
 - ✓ Credit recovery classes and online classes
 - ✓ Summer school programs and bridge programs for secondary students
 - ✓ College and career programs (AVID, Honors, GATE, IB, A-G Courses)
 - ✓ RtI /Intervention teachers to support EL, Low SES, Foster Youth
 - ✓ Supplemental instructional materials for English Learners
 - ✓ Technology resources and assessments to monitor learning

Engagement

OUSD Main Goal: *Student and parent engagement will be promoted through an increased sense of safety and improved school climate and school connectedness.*

Includes State Priorities: Parental Involvement, Pupil Engagement and Student School Climate

- **Actions, Services and Expenditures include:**
 - ✓ Parent trainings and workshops on various topics (leadership, college and career, engagement/motivation, School Site Council)
 - ✓ Resources for college and career pathways for students
 - ✓ Science kits/Action labs/Hands-on learning
 - ✓ Increase technology training and resources for student engagement
 - ✓ Teacher/counselor efficacy and relationship building
 - ✓ Additional Counselors, Psychologists, and Nurses
 - ✓ Foster Youth /Homeless Coordinator, Special Needs Coordinator

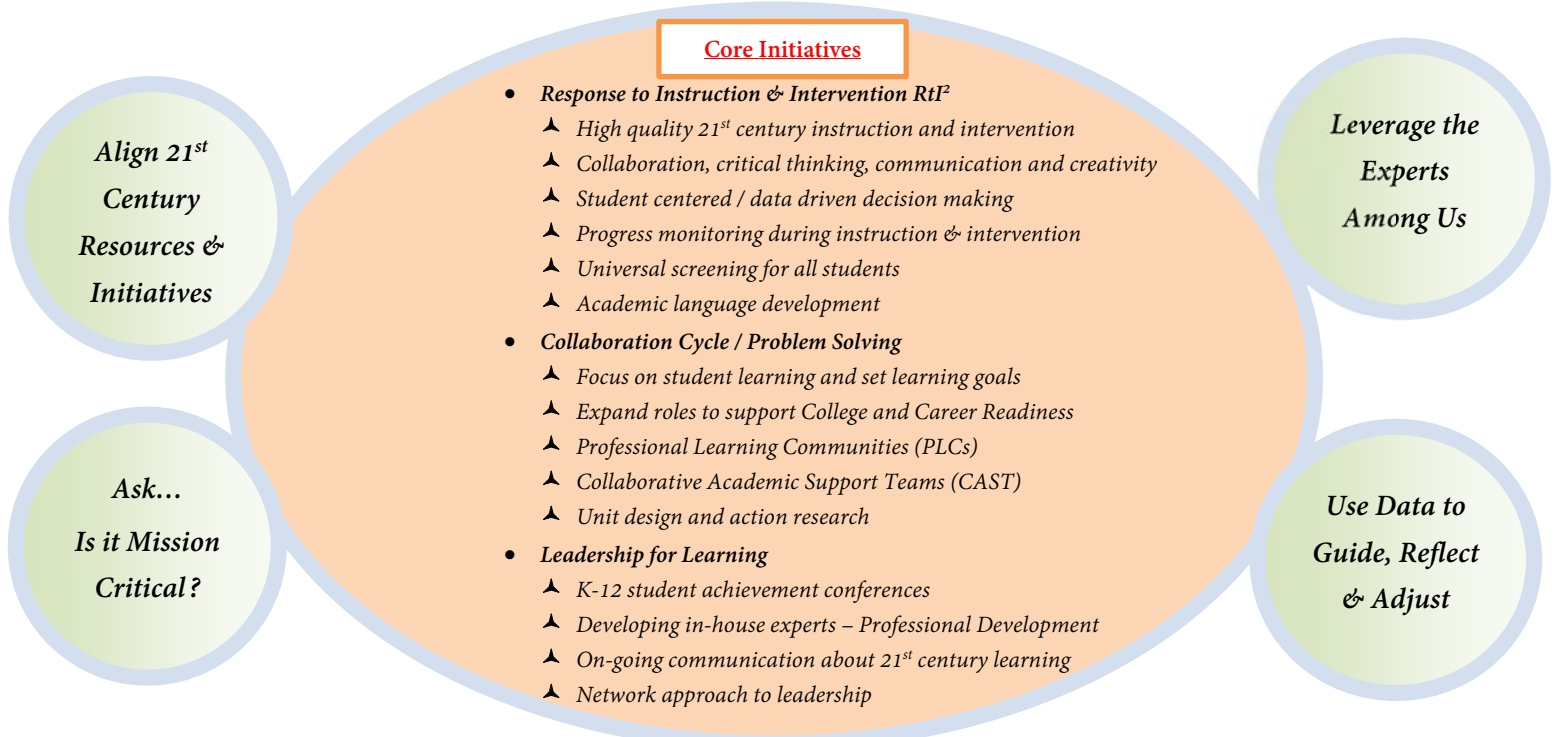


Our Initiatives

Preparing Our Students for the 21st Century

Theory of Action

If we create an environment of shared collaboration focused on 21st century teaching and learning, collective accountability will result in urgency for continuous improvement of learning for all students producing increased collaboration, critical thinking, communication and creativity.



District-Wide Strategic Goals

Strategic Plan

Local Control & Accountability Plan

Orange Unified School District Mission Statement:

"The Orange Unified School District, being committed to planning for continual improvement, will offer a learning environment of excellence, with high expectations, to provide each student with the opportunity to be able to compete in the global economy."

Conditions for Student Learning: All students will receive a high quality education in a safe environment that prepares them to graduate from high school, college and career ready for 21st century challenges.

Pupil Outcomes: All students will attain mastery or demonstrate academic growth toward mastery in core content areas measured by 21st Century Assessments, SBAC & local assessments.

Engagement: Student and parent engagement will be promoted through an increased sense of safety and improved student climate and school connectedness as measured by surveys and ongoing training.

- A minimum of 1% point growth in English-Language Arts & Mathematics for all students and the following specific student subgroups:
 - Foster Youth
 - Hispanic/Latino
 - Students with Disabilities
 - Socioeconomically Disadvantaged
 - English Language (EL) Learners
- All district subgroups including reclassified ELL's will maintain high levels of proficiency and continue to excel on state and local assessments
- All English Language Learners will advance in EL proficiency for every year of instruction as measured by CELDT.
- High schools will increase their 2015 four-year graduation rates and CAHSEE passage by 0.25%.
- Student attendance will meet or exceed rates from prior year.
- Parent/student engagement will exceed rates from prior year.
- Increase by 1% the number of students enrolled in CTE, AVID, Honors, AP, IB, ERWC, and A – G and STEAM courses.



8 Areas of State Priority

State Priority and Priority Goals

Conditions of Learning

Main Goal: *All students will receive a high quality education in a safe environment that prepares them to graduate from high school, college and career ready.*

This goal is reflective of our underlying vision that in order for students to become life-long learners, who can adapt to the constant changes in a diverse and technology-driven global economy, then it is critical that they ascertain the skills of communication, collaboration, critical thinking, creativity and citizenship.

Basic

- **Goal #1:** All teachers will be appropriately assigned and fully credentialed in the subject areas and for the pupils they are teaching, ensuring Highly Qualified Teacher (HQT) status.
- **Goal #2:** All school sites will have facilities in good or excellent standing with an increased access to technology for all.
- **Goal #3:** All students will have access to standards-aligned instructional materials.

Implementation of State Standards

- **Goal #4:** All teachers will enhance their instructional practice through participating in various professional development training that focus on 21st century teaching and learning.
- **Goal #5:** All teachers will participate in State Board approved Content Standards and ELD Standards Professional development.
- **Goal #6:** Increase supplemental resources, materials, and services to ensure access to the Common Core State English Language Arts, Math, Literacy in the Content Areas, and English Language Development Standards that will enhance student learning and proficiency levels in order to ensure academic success in all subject areas.

Course Access

- **Goal #7:** Increase Career Technical Education (CTE) resources and student participation in CTE and Science, Technology, Engineering, Arts and Mathematics (STEAM) courses.
- **Goal #8:** Increase courses to enhance college and career opportunities for all students, such as Advancement via Individual Determination (AVID), Expository Reading Writing Course (ERWC), Advanced Placement (AP), International Baccalaureate (IB), and College Board approved A-G courses.



8 Areas of State Priority

State Priority and Priority Goals

Pupil Outcomes

Main Goal: All students will attain mastery or demonstrate academic growth towards mastery in core content areas.

As students move toward becoming proficient 21st century learners, Orange USD recognizes the need to move from teacher-directed, whole group instruction to a balanced learner-centered environment that fosters vibrant engagement, real-life application, and information/communication technologies.

Pupil Achievement

- **Goal #9:** All students will demonstrate competency in all subject areas: English, Math, Science, History, Visual and Performing Arts, Physical Education and English Language Development, with additional technology support to enhance student achievement and monitor student progress.
- **Goal# 10:** Additional Extended Day programs and effective interventions will be implemented to improve learning for all students, especially English learners, Low Income, and Foster Youth.

Other Pupil Outcomes

- **Goal #11:** Increase pupil enrollment in and resources/services for Advancement Via Individual Determination (AVID), Gifted and Talented Education (GATE), Honors, Advanced Placement (AP), International Baccalaureate (IB), A-G courses, Expository Reading Writing Course (ERWC), Career Technical Education (CTE), and Science, Technology, Engineering, Arts and Mathematics (STEAM) to improve student college and career readiness.



8 Areas of State Priority

State Priority and Priority Goals

Engagement

Main Goal: *Student and parent engagement will be promoted through an increased sense of safety, improved school climate and school connectedness.*

In order for our students to become career and college ready, it is essential that they experience teamwork, networks, and a sense of community in order to understand how they fit and impact the larger local and global contexts.

Parent Involvement

- Goal #12:** Increase parent involvement workshops and activities, stakeholder engagement trainings, and parent input in decision-making practices at district and schools, especially with English Learners, Low Income, and Foster Youth parents.
- Goal #13:** Increase resources and services to improve parent involvement and decision-making practices at all schools.

Pupil Engagement

- Goal #14:** Increase pathways to college and career programs and provide resources and support systems to engage students in learning.
- Goal #15:** Increase student engagement through use of technology and digital literacy.
- Goal #16:** Increase student attendance and decrease chronic truancies and absenteeism.
- Goal #17:** Increase graduation rate and reduce dropout rate (8-12th grades).

School Climate

- Goal #18:** Increase resources and services to pupils, parents, and teachers to provide a sense of safety, school connectedness, and increased student motivation.
- Goal # 19:** Increase awareness / access to counseling and other mental health services to improve student outcomes and sense of well- being.



State & National Recognition for OUSD

Award-Winning Schools

The California State Board of Education recognizes public schools within the State that best represent exemplary and quality educational programs. The State identifies and honors those schools that have demonstrated education excellence for all students and schools that have shown progress in narrowing the achievement gap. The following is a list of OUSD Schools that have been honored.

SCHOOL

AWARD YEAR(S)

DISTINGUISHED SCHOOL AWARD

Anaheim Hills Elementary	2008, 2002
Canyon Rim Elementary	2012, 2004
Canyon High	2007
Cerro Villa Middle	2013, 2005, 1994
Chapman Hills Elementary	2014, 2000
Crescent Elementary	2000
El Rancho Charter Middle	2013, 2005
El Modena High	2005, 1996
Esplanade Elementary	1989
Imperial Elementary	2014
Linda Vista Elementary	2012
McPherson Magnet	2006, 2000, 1990
Nohl Canyon Elementary	2014
Palmyra Elementary	2008
Panorama Elementary	2008, 2000
Prospect Elementary	1989
Santiago Charter Middle	2011, 1999, 1990
Serrano Elementary	2014, 2010, 2004
Silverado Elementary (now closed)	2002
Running Springs Elementary	2006
Villa Park Elementary	1989
Villa Park High	2013
West Orange Elementary	1987

Title I Academic Achievement Award

California Elementary	2008, 2007
Sycamore Elementary	2014
West Orange Elementary	2005, 2004

National Blue Ribbon Award Winner

Winner - Fairhaven Elementary	2012
Nominee - Sycamore Elementary	2014





Acknowledgements

Thank you!

The Orange Unified School District began the Stakeholder Engagement process early in September 2013 with an annual review of all student achievement outcomes at both the District level and Site level involving multiple constituent groups and committees. The District posted an LCAP survey, in English and Spanish, on the District home page during October 2013. Parents, community members, pupils, bargaining units and partner stakeholders servicing our English Learners, Foster Youth and Low Income students have been involved in the multitude of planning meetings.

The LCAP is an ambitious document created from the input of the Orange USD community. This document meets both the requirements of state law and the expectations of the district's stakeholders. The LCAP is a significant change in how school district funding priorities have been set, for the first time mandating significant engagement with stakeholders and demanding specific accountability for the effectiveness of the adopted strategies. This process led to the creation of a District Blueprint and Strategic Planning Tool for 2014-17 which will be annually updated with stakeholder and community input. Please visit the District website for more detailed information on the LCAP document and how to get involved in the process.

The District thanks the community for its efforts in the development of this plan !





Preparing Students for Careers & College

Career Technical Education & ROP

Orange Unified School District Regional Occupational Programs (ROP) and Career Technical Education courses are available for high school students at their home high school and the ROP Center. There are a variety of opportunities available to prepare students for 21st century careers and college.

Canyon High School

Arts, Media & Entertainment; Dance Teacher and Graphic Design; Education, Child Development & Family; Fashion & Interior Design; Engineering & Design; Finance & Business; Health Science & Medical Technology; Sports Medicine/EMR; Information & Communication Technology; Manufacturing & Product Development; Public Service; Transportation

El Modena High School

Arts, Media & Entertainment; Education, Child Development & Family Services; Engineering; Finance & Business; Health Science & Medical Technology; Hospitality, Tourism & Recreation; Information Communication Technology; Manufacturing & Product Development; Marketing, Sales & Service; Public Service

Orange High School

Agriculture & Natural Resources; Arts, Media & Entertainment; Education, Child Development & Family Services; Engineering & Design; Finance & Business; Health Science & Medical Technology; Information Communication Technology; Marketing, Sales & Service; Public Service; Transportation;

Villa Park High School

Arts, Media & Entertainment; Education, Child Development & Family; Engineering & Design; Fashion & Interior Design; Finance & Business; Health Science & Medical Technology; Information Communication Technology; Public Service

Richland High School

Arts, Media & Entertainment; Finance & Business; Information & Communication Technology; Marketing, Sales & Service; Public Service;

ROP Center / After School

Hospital Occupations Internship; Fire Technology; Fire Science; Emergency Medical Responder; Emergency Medical Technician; Online Internet Web Design & Development; Online Internet Marketing & Society