



# **THE ONEIDA SPECIAL SCHOOL DISTRICT**

## **STRATEGIC PLAN**

The purpose of this plan is to provide benchmarks for directing resources over the next five years. Changes in community, school board or federal priorities can drive changes which may not be accounted for in the following information. We believe that part of being good stewards of our community resources requires that we should be both responsive to immediate needs and develop long-range goals in order to more efficiently expend our available resources.

### **OSSD Strategic Plan 2021-2026**

The mission of the Oneida Special School District is to educate, motivate, and enable each student to reach his or her full potential to become productive members of the ever-changing 21<sup>st</sup> century world

**EXCELLENCE is...The Oneida Special School District**

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## Our Beliefs:

- The interests of students should be of top priority in the decision-making process.
- Learning is our highest priority.
- Learning is lifelong.
- All children can and will learn.
- Each student is a valued individual with unique physical, social, emotional, intellectual, and cultural needs.
- Students learn in different ways, and therefore should be given a variety of ways to learn in a diverse curriculum.
- Students should learn in a positive, safe, and disciplined environment.
- Self-esteem, self-discipline, and respect for others and their cultures are essential for a safe and successful learning environment.
- Programs and/or instructional decisions should be based on proven practices and education research.
- Learning is a shared responsibility between students, teachers, parents, and community members.
- Good teachers and good teaching should be celebrated.
- Technology is an important tool for learning.
- Both career and college readiness are equally essential for a successful educational experience.

## **INSTRUCTIONAL GOALS**

### ***Section 1: ACADEMIC EXCELLENCE***

Goal: prepare all students for success in an ever-changing world.

### ***Section 2: EXEMPLARY EDUCATORS***

Goal: Build a team of highly qualified teachers and support staff.

### ***Section 3: PURPOSEFUL INVOLVMENT AND SUPPORT***

Goal: Develop meaningful alliances in support of education and educational opportunities.

## **OPERATIONAL GOALS**

### ***Section 4: SCHOOL BOARD AND DISTRICT ADMINISTRATION***

Goal: Continually provide leadership and support necessary to help all in the school system to achieve its mission.

### ***Section 5: FINANCIAL RESOURCES***

Goal: Continually evaluate the overall financial structure of the school system.

### ***Section 6: BUILDING AND FACILITIES***

Goal: Continually upgrade facilities and work for the implementation of the buildings/facilities and or programs as well as long-range goals.

# SECTION 1

## ACADEMIC EXCELLENCE

Goal: prepare all students for success in an ever-changing world.

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### OBJECTIVE 1.1

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**Students will meet or exceed mastery of core standards.**

- 1.1.1 Develop common language and enhance alignment of district curriculum to support the state standards.
- 1.1.2 Streamline district wide assessments and grading systems that support standardized test initiatives and effectively measures student growth.
- 1.1.3 Develop and coordinate grade level resources to support instruction and differentiation.
- 1.1.4 Maximize instructional and learning time to enhance student engagement with strategic lesson planning, creative scheduling, flexible groupings, and multiple opportunities for students to practice or teach what they have learned.
- 1.1.5 Effectively utilize technology through blended learning to support student learning.
- 1.1.6 Adequately foster student inquiry, problem-solving, interdependence, and self-direction.
- 1.1.7 Enrich student educational experiences through diverse courses, activities, and positive staff relationships.
- 1.1.8 Clearly communicate student expectations through exemplars and measurement criteria.

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### OBJECTIVE 1.2

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**Students will read on or above grade level by third grade.**

- 1.2.1 Early identification of at-risk children.
- 1.2.2 Develop an early reading intervention plan (Oneida Reading Initiative) defining effective instruction, structure, and the environment.
- 1.2.3 Strengthen literacy instruction through high quality training and ongoing support on early release days, PLC meeting, and staff meetings/trainings.
- 1.2.4 Utilize high quality formative practices and assessments.
- 1.2.5 Provide strategic interventions for struggling readers and writers.

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## OBJECTIVE 1.3

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**Students will achieve a score of 21 or higher on the ACT exam.**

- 1.3.1 Focus on ACT standards and vocabulary in every grade level.
- 1.3.2 Provide quality ACT prep classes in middle and high school to assist with for format of the ACT.
- 1.3.3 Provide after school tutoring to assist students who struggle in the academic areas.
- 1.3.4 Inform parents through parent newsletters of the ACT academic vocabulary they need to utilize and practice with their child at home in order to assist with the rigorous vocabulary terms associated with the ACT exam.

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## OBJECTIVE 1.4

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**Students will show academic growth through differentiated learning opportunities.**

- 1.4.1 Foster student strategies to support a growth mindset through goal setting and self-assessment.
- 1.4.2 Establish schedules and grouping arrangements that give students the time they need to learn effectively.
- 1.4.3 Increase effectiveness of Response to Instruction and Intervention (RTI 2) implementation.
- 1.4.4 Match teacher strengths with learner needs.
- 1.4.5 Cultivate related arts classes that enhance engagement as well as experiences that foster well-rounded learners.
- 1.4.6 Develop scaffolding strategies assisting all students in accomplishing tasks and concepts.
- 1.4.7 Engage and challenge in the identified subgroups using instructionally appropriate language and accommodations.
- 1.4.8 Establish and implement proactive absenteeism protocols.

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## OBJECTIVE 1.5

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**Students will be motivated to invest in their own learning, to have a sense of belonging, and to build supportive relationships by providing opportunities for students to participate in Service Learning, Character Education, and Advisory Groups.**

- 1.5.1 Integrate critical thinking and problem-solving opportunities.

- 1.5.2 Provide opportunities for students to be instructional resources for one another.
- 1.5.3 Create opportunities for students to self-monitor progress by expanding the use of rubrics and other tools.

## SECTION 2

### *EXEMPLARY EDUCATORS*

Goal: Build a team of highly qualified teachers and support staff.

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#### OBJECTIVE 2.1

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**Recruit qualified and diverse candidates capable of promoting rapid, systematic organizational change to improve student learning.**

- 2.1.1 Develop consistent recruitment practices that ensure the hiring of highly effective educators.
- 2.1.2 Explore differentiated roles to maximize flexibility within the schools with a focus on student needs.
- 2.1.3 Maintain a positive culture for educators in order to retain quality staff.

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#### OBJECTIVE 2.2

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**Every staff member will be engaged, supported and successful in maximizing student learning.**

- 2.2.1 Maximize time for teaching and learning for all stakeholders.
- 2.2.2 Cultivate a growth mindset for administrators, teachers, and support staff through effective, timely, and specific feedback.
- 2.2.3 Develop meaningful opportunities for teachers to serve in leadership roles.
- 2.2.4 Promote continual improvement through data driven PLC's.
- 2.2.5 Ensure access to high quality instructional resources.

- 2.2.6 Celebrate and recognize school, staff, and student success.
- 2.2.7 Communicate professional growth expectations and provide teachers with needed learning opportunities and timely support to ensure student success.

## SECTION 3

### *PURPOSEFUL INVOLVMENT AND SUPPORT*

Goal: Develop meaningful alliances in support of education and educational opportunities.

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#### OBJECTIVE 3.1

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**Maximizing parent and community involvement while engaging all stakeholders.**

- 3.1.1 Promote Family engagement though community involvement in each school for all stakeholders.
- 3.1.2 Provide user-friendly websites, social media outlets, and trainings for parents supporting students academically, socially, and emotionally.
- 3.1.3 Strengthen collaboration between the schools and maximize social, emotional, physical, and educational benefits for all students.
- 3.1.4 Work in partnership with community businesses and manufacturers to educate students on college and career readiness opportunities and develop partnership with local facilities to assist students with experiences in the workforce.

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#### OBJECTIVE 3.2

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**Strengthen communication with all stakeholders.**

- 3.2.1 Continue to strengthen e-mail, website, phone notifications, and social media communication links to provide the most accurate and timely information to all stakeholders regarding academics, opportunities, safety, and weather alert closings.
- 3.2.2 Expand and strengthen communication from the district office to all stakeholders.
- 3.2.3 Strengthen school and central office staff to encourage a consistent message of the Oneida Special School District's vision and goals.

## SECTION 4

### ***SCHOOL BOARD AND DISTRICT ADMINISTRATION***

Goal: Continually provide leadership and support necessary to help all in the school system to achieve its mission.

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#### OBJECTIVE 4.1

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**The Oneida Special School District will remain a viable, robust, sustainable school system providing excellent educators for the children of Oneida.**

- 4.1.1 Develop and maintain a plan to reduce operating costs while maintain academic excellence.
- 4.1.2 Continue to pursue grants as well as outside funding resources that will assist with any project needed to maintain the facilities within the system.

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#### OBJECTIVE 4.2

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**Coordinate with Instructional Goals and utilize student data when determining state and local initiatives for implementation.**

- 4.2.1 The Oneida Special School District Board of Education will receive regular updates in regard to initiatives as well as relative student data pertinent to the initiatives.
- 4.2.2 The Oneida Special School District Board of Education members and system personnel will serve on and/or participate in state and local trainings and advisory councils.

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## OBJECTIVE 4.3

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**The Oneida Special School District will conduct business in a professional manner.**

- 4.3.1 The Oneida Special School District Board of Education members will comply with all TSBA requirements to meet and maintain the Board of Distinction status.
- 4.3.2 Individual OSSD board members will participate in TSBA continuing education activities to achieve Boardmanship levels.

# SECTION 5

## *FINANCIAL RESOURCES*

Goal: Continually evaluate the overall financial structure of the school system.

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## OBJECTIVE 5.1

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**Strengthen and Collaborate with local and state funding bodies.**

- 5.1.1 Strengthen communication with Legislators.
- 5.1.2 Continue to advocate for public schools vs. charter school or vouchers.
- 5.1.3 Expand enrollment opportunities to increase BEP funding.

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## OBJECTIVE 5.2

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**Continue to submit grant and other applications for funding opportunities.**

- 5.2.1 Ensure that exceptional funding applications are submitted, approved, and implemented (i.e., IDEA, ESSA, etc.).
- 5.2.2 Continue to apply for ERATE funds.
- 5.2.3 Expand support services for students through support services grants (i.e., Family Resource, Coordinated School Health, Pre-K, Safety, as well as other discretionary grants).
- 5.2.4 Actively seek out grants (corporate, subject-specific) to benefit the various programs.

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## OBJECTIVE 5.3

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**Calculate, estimate, and continue to adjust funding components.**

- 5.3.1 Evaluate our ever changing student population and make adjustments accordingly based on socioeconomic status, English Language Learners (ELL), free and reduced price qualifies (i.e., Direct Cert, SNAP, Families First, etc.)
- 5.3.2 Maintain USDA guidelines for cafeteria funds and increase opportunities for revenue growth.
- 5.3.3 Project budget outcome through monthly budget viewings of revenues received and funds expended to ensure adequate audits, monitoring, and reviews.

## SECTION 6

### ***BUILDING AND FACILITIES***

Goal: Continually upgrade facilities and work for the implementation of the buildings/facilities and or programs as well as long-range goals.

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## OBJECTIVE 6.1

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**Implement system-wide building construction along with building, campus, and facilities maintenance program.**

- 6.1.1 Conduct comprehensive facility assessment of all buildings in order to maintain and upgrade facilities.
- 6.1.2 Provide a high quality learning environment by reviewing yearly recommendation from maintenance/facilities supervisor, safety director, and principals.
- 6.1.3 Assess, upgrade, and improve kitchens-cafeteria, extracurricular areas, playgrounds, and other facilities.
- 6.1.4 Set aside funds to assist with Capital improvement and incorporate a planning process to assist with future projects.
- 6.1.5 Continue to evaluate future building expansions, recreational, and sports needs. Acquire available properties bordering the school property.

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## OBJECTIVE 6.2

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**Promote, access, and improve school safety, environment, and energy conservation.**

- 6.2.1 Upgrade surveillance cameras, monitors, or equipment to promote a productive learning environment.
- 6.2.2 Continue assessment and guidance of school level safety committee to assess building protocol and organize training.
- 6.2.3 Upgrade energy management system.
- 6.2.4 Ensure inspections are performed, organized, and the maintenance and operations of facilities are monitored.

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## OBJECTIVE 6.3

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**Maintain and cyclically upgrade transportation fleet.**

- 6.3.1 Establish and follow cyclical purchase plan for buses, family resource transportation, and maintenance vehicles.

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## OBJECTIVE 6.4

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**Upgrade and expand technology infrastructure,, hardware and software.**

- 6.4.1 Peruse grants and other funding opportunities to assist with infrastructure, hardware and software for the school system.
- 6.4.2 Monitor and increase bandwidth.
- 6.4.3 Increase number and diversity of devices available within the system.
- 6.4.4 Provide maintenance on technology devices.

**Building Oneida's future one student at a time.**

