Orange Unified School District
Strategic Initiatives 2018-2020

Board Strategic Initiatives, Approved September 6, 2018

Adapted from the OUSD Local Control & Accountability 2017-2020 Year 2 Plan
Approved & Adopted by the Board of Education on June 7, 2018
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Dear Parents and Community Members,

Welcome to Orange Unified School District! It is an exciting time within the District as we begin modernization of current facilities and construction of new state-of-the-art science centers at each comprehensive high school. OUSD’s Facilities & Maintenance Departments are also updating our athletic fields and will be starting the process to renovate Fred Kelly Stadium. You will see a lot of construction at our schools, so please check our website for updates on facilities and Measure S schedules.

We are also excited to be launching new programs and services, continuing to prepare students for successful college, career and Science, Technology, Engineering, Art and Math (STEAM) experiences. Orange Unified Schools provide a balanced instructional experience with continual innovation to ensure our students are able to compete in the global community. The District’s 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.

This coming school year will provide more personalized learning opportunities than at any other time in the history of the District. We offer classes in digital music, aviation, computer aided design (CAD), finance and business, robotics, marketing, fire science, crime scene investigation, marketing, and film making, just to name a few. In addition to these secondary course offerings, the District is facilitating an expanded career technical education program in our middle schools next year.

Award-winning schools and academic success are due to the dedicated and talented people who contribute throughout the planning and implementation of strategic goals. Every one of our dedicated employees strives to lead the District to greater levels of achievement. Orange USD faculty members are lifelong learners, demonstrating high levels of care and commitment to student academic and socio-emotional needs. Support staff serves in multiple capacities to ensure successful day-to-day operations, and the leadership team acknowledges the value of professional development and service to students and families. Our community and business leaders are also committed to the excellent education provided by the Orange Unified team - as evidenced in their overwhelming support for MEASURE S - which we are now seeing come to life on our high school campuses. The success of each and every student is a collaborative effort between all stakeholders in the process of teaching and learning.

Together, we have developed the Strategic Goals and Initiatives of the District through the Local Control and Accountability Plan (LCAP). This document is a synthesis of the key elements of the LCAP and Board of Education Goals that serves as a road map to the future we envision for Orange Unified. It outlines our mission, values, goals and strategic initiatives utilizing the LCAP priorities, as indicated by stakeholders, and will continue to lead the District to educational excellence. It will guide the schools in delivering an education fit for today’s digital natives and provide the Orange community with an understanding of the advancement of education in Orange Unified.

Parental and Community support are essential for maximizing the learning experience of students. I encourage each of you to work in partnership with teachers and principals to provide students with positive educational experiences. Additionally, I urge you to provide input to our annual LCAP development process by sharing feedback at your school. Please stay up-to-date on Measure S construction, the progress of our innovative educational programs, and other important District communications by visiting the website at www.orangeusd.org and following us on social media.

Sincerely,
Gunn Marie Hansen, Ph.D.
Superintendent of Schools
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.
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.

Approximately 28,000 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 specialized schools.
Student Ethnic Diversity
- Hispanic (55.6%)
- Caucasian (27.8%)
- Asian (9.9%)
- Other (3.5%)
- Filipino (2%)
- Black/African American (1.2%)

2018-2019 General Fund Budgeted Expenditures
- Certificated Salaries
- Classified Salaries
- Employee Benefits
- Books & Supplies
- Services & Other Operating

OUSD Snapshot
Who We Are

Fast Facts
- Number of Students: 27,915*
- Number of Employees: 3,088
- Graduation Rate: 97.4%*
- Attendance Rate: 95.6%*
- Students Receiving Free/Reduced Lunch: 49.2%
- Languages Spoken: 52
- Estimated Expenditures 2017-18: $297,273,965

*2016-17 School Year
In enacting the Local Control and Accountability Plan (LCAP), 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

The Orange Unified School District began the Stakeholder Engagement process early in 2018, with an annual review of all student achievement outcomes at both the District level and Site level involving multiple constituent groups. The link below goes to a webpage that lists significant stakeholder meetings for discussion of the LCAP priorities and goals, a review of relevant data and opportunities for input and survey dialogue. The District has posted an LCAP survey, in English and Spanish, on the District website. 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 list of these input meetings can be found online at https://www.orangeusd.org/departments/educational-services/lcap-lcff.

Responses: Engagement in LCAP Survey

Top 5 themes from LCAP Survey

- Update school facilities
- Strengthen communication between home and school
- Focus on student strengths
- Update technology and expand access
- Offer more expanded learning opportunities at all levels
OUUSD received over 10,000 comments, in English and Spanish, for the LCAP survey which reflect the input of the community. There were 610 engaged in focus groups, 1,728 narrative comments and 11,396 stakeholders engaged in the input process. The areas of need that have been identified are similar to the goals previously identified as the actions and services in the LCAP.

912 Staff Responses
2,869 Parent Responses
7,615 Student Responses

All stakeholders highly agreed:
Technology
● “Teachers effectively use technology as an instructional resource.”
Effective communication
● “Teachers communicate effectively with me about grades, assignments and my child’s academic performance.”
Academic Focus
● “In this school, students have plenty of opportunities to strengthen the writing skills they will need to be successful.”
School Connectedness
● “The teachers or other staff at this school care about the students.”
Growth Opportunity
● In anticipation of the Next Generation Science Standards, staff felt the need for more professional development in the area of science.

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>2016-17</th>
<th>2017-18</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent</td>
<td>2981</td>
<td>2869</td>
<td>-112</td>
</tr>
<tr>
<td>Students</td>
<td>6432</td>
<td>7615</td>
<td>+1,183</td>
</tr>
<tr>
<td>Staff</td>
<td>1216</td>
<td>912</td>
<td>-304</td>
</tr>
<tr>
<td>Total</td>
<td>10,698</td>
<td>11,396</td>
<td>+698</td>
</tr>
</tbody>
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Local Control Accountability Plan
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.

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**Goal 1:** All students will receive a 21st century education provided by credentialed teachers and support staff, access to standards-aligned materials and facilities maintained in good repair.

**Implementation Of State Standards**

Goal 2: All students are provided with resources, materials, services and instruction by highly trained teachers. The training provided is focused on developing 21st Century teaching and learning through the implementation of the California State Content Standards and corresponding frameworks with an expanding focus on the integration of technology.

100% of schools implement a modified day schedule to provide professional development for teachers.

**Course Access**

Goal 3: All students will have access to 21st century courses and programs that enhance college and career opportunities, such as Advancement via Individual Determination (AVID), Online Courses (including Accelerated Math Pathway), Expository Reading Writing Course (ERWC), Advanced Placement (AP), College Board approved A-G courses, Career Technical Education (CTE) resources and Science, Technology, Engineering, Arts and Mathematics (STEAM) programs.
Local Control Accountability Plan
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.

**Goal 4:** Students will demonstrate increased student achievement in all subject areas: English Language Arts, Math, Science, Technology, Social Sciences, Visual and Performing Arts, Physical Education, World Languages and Career Technical Education.

- 6,908 students participating in Career Technical Education Courses
- 65% English Learners showing progress in English Language proficiency as measured by the CELDT
- 64% of students taking Advanced Placement! Exams earned a 3 or Higher in Mathematics, English Language Arts, science, Social Science, Art, Computer Science, and/or World Languages
- 29 Mentors support Foster Youth across the District
- 46 STEM Programs offered at sites
- 300 dual language immersion students
- 529 students Completing a Career Technical Education (CTE) Pathway 2017-2018
- 6,908 students enrolled in CTE courses
- 7,515 students participating in VAPA courses
- 1,365 students participating in online courses
- 24 Elementary Schools & 10 Secondary Schools
- AVID® Proven Achievement: Lifelong Advantage.
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.

Goal 5: All parents will have opportunities to participate in workshops, activities, stakeholder engagement trainings, utilize resources and services, as well as, provide input in decision-making practices at the District and schools, with an emphasis on English Learners, Low Income, Special Education, Gifted and Talented Education (GATE), and Foster Youth students, to become true partners in their child’s education.

Goal 6: All students will participate in engaging college and career pathway programs, technology, digital literacy, and resources and support systems that will increase student attendance.

Goal 7: All students will have access to resources, services and programs that provide a safe and motivating learning experience that fosters school connectedness.
GOAL AREA 1.0

Academic Achievement

Student performance is at the core of the OUSD mission and vision. We expect all students to demonstrate continued and improved academic performance in order to emerge college and career ready.

Strategic Initiatives

1.1 Establish and utilize district-wide assessment tools to monitor student progress and improve instruction.

1.2 Establish district-wide benchmarks at specific grade levels to serve as indicators of student academic performance and progress.

1.3 Develop targeted learning goals through a multi-tiered system of support for under-performing students in order to narrow the achievement gap.

1.4 Infuse technology in instruction to maximize student collaboration, improve communication, inspire creativity, cultivate critical thinking, and expand learning beyond the classroom setting into civic and community service.

1.5 Expand career and technical educational opportunities at all secondary schools.
GOAL AREA 2.0

**Powerful Instruction and Leadership**

A dynamic, high-quality instructional program facilitates life-long habits of intellectual growth. OUSD Staff actively engages each student in the learning process through the core curriculum and effective instructional strategies, including the use of technology.

Strategic Initiatives

2.1 Establish detailed professional development plans on new standards & textbooks.

2.2 Ensure uniform implementation of district-wide initiatives including, but not limited to:
   - Mathematical Practices and Shifts
   - Write from the Beginning and Beyond (Writing Process – Critical Thinking)
   - Academic Language Development Methods and Strategies
   - AVID Strategies District-Wide

2.3 Provide continuous support in the use of technology and innovative strategies by staff to enhance student learning and engagement.

2.4 Develop and implement a comprehensive professional development plan for instructional leaders, teachers, and support staff to expand innovation at each site.

2.5 Design evaluation tools for all employees that align with current professional standards.

2.6 Strive to attract, train, and retain employees as well as develop strategic leaders who embrace the vision and values of our district.
GOAL AREA 3.0

**Engaged Community**

*Stakeholders play a vital role in the educational process. OUSD values their opinions and feedback and seeks to involve them in decisions that impact the education of students.*

**Strategic Initiatives**

3.1 Create a comprehensive parent education program that provides essential tools to address today’s complex environment.

3.2 Expand leadership opportunities for students and encourage their participation in the decision-making process.

3.3 Utilize all available resources to communicate with district stakeholders and the community at large.

3.4 Establish a culture that encourages positive relationships among our students, staff, and parents as well as educational, business, and community partners.

3.5 Support student learning opportunities through the expansion of business and educational partnerships.

3.6 Examine current stakeholder survey instruments (LCAP) to ensure alignment with the newly adopted strategic goals and initiatives.
GOAL AREA 4.0

Secure and Respectful Environment
A secure and respectful environment is essential to student success. OUSD promotes a culture that nurtures the emotional health, safety, and well-being of students, staff, and parents.

Strategic Initiatives
4.1 Refine current discipline practices and develop alternatives to suspension as needed at all school levels.
4.2 Implement safety protocols at all school sites with input from school district leadership, public safety agencies, and the community.
4.3 Establish a comprehensive and engaging emotional and wellness program.
4.4 Further develop student attendance initiatives with the goal of exceeding an annual 97% ADA rate.
4.5 Expand fresh and nutritious meal offerings that adhere to or exceed current state and federal guidelines.
4.6 Examine and improve district safety measures including bullying prevention programs.
GOAL AREA 5.0
Optimized Resources and Facilities
A critical gauge of a school district’s performance is the effectiveness with which it generates revenues and maximizes resources for the educational program.

Strategic Initiatives
5.1 Develop a balanced budget aligned to the district mission and goal areas that ensure all fiscal and capital resources maximize educational opportunities.
5.2 Create and implement a Use of Facilities Master Plan to promote district facilities and maximize revenue potential.
5.3 Implement Measure S Bond Program to ensure maximal building modernization.
5.4 Achieve greater efficiencies through sustainable efforts in building construction, energy and water conservation, reduced fuel consumption, and waste reduction.
5.5 Explore funding and business development opportunities in order to generate additional revenues to support student programs.
5.6 Refine business practices in support of district educational programs.
<table>
<thead>
<tr>
<th>School Name</th>
<th>Awards/Recognitions</th>
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<tr>
<td>Anaheim Hills Elementary</td>
<td>Distinguished School 2008, 2002</td>
</tr>
<tr>
<td>Canyon Rim Elementary</td>
<td>California Gold Ribbon School 2016; Distinguished School 2012, 2004</td>
</tr>
<tr>
<td>Cerro Villa Middle</td>
<td>Schools to Watch Award 2018; California Gold Ribbon School 2015; Distinguished School 2013, 2006</td>
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<td>California Elementary</td>
<td>Apple Distinguished School 2017-19; Golden Bell 2018; Title I Academic Achievement Award 2008, 2007, 2016; California Gold Ribbon School 2016</td>
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<tr>
<td>Chapman Hills Elementary</td>
<td>Distinguished School 2014, 2000</td>
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<tr>
<td>Crescent Elementary</td>
<td>Distinguished School 2018, 2000; California Gold Ribbon School 2016</td>
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<tr>
<td>El Rancho Charter Middle</td>
<td>California Gold Ribbon School 2015; Distinguished School 2013, 2005</td>
</tr>
<tr>
<td>El Modena High</td>
<td>California Gold Ribbon School 2015; Distinguished School 2005</td>
</tr>
<tr>
<td>Fairhaven Elementary</td>
<td>California Gold Ribbon School 2016; Title I Academic Achievement Award 2016; National Blue Ribbon Award Winner 2012</td>
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<tr>
<td>Fletcher Elementary</td>
<td>California Gold Ribbon School 2016; Confucius Institute Classroom (Mandarin Immersion) 2015</td>
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<td>Handy Elementary</td>
<td>California Gold Ribbon School 2016; Title I Academic Achievement Award 2016</td>
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<tr>
<td>Imperial Elementary</td>
<td>California Gold Ribbon School 2016; Distinguished School 2014</td>
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<tr>
<td>La Veta Elementary</td>
<td>California Gold Ribbon School 2016</td>
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<tr>
<td>Lampson Elementary</td>
<td>California Gold Ribbon School 2016; Title I Academic Achievement Award 2016</td>
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<tr>
<td>Linda Vista Elementary</td>
<td>Distinguished School 2012</td>
</tr>
<tr>
<td>McPherson Magnet (K-8)</td>
<td>California Gold Ribbon School 2016; Distinguished School 2006, 2000</td>
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<td>Nohl Canyon Elementary</td>
<td>California Gold Ribbon School 2016; Distinguished School 2014</td>
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<tr>
<td>Palmyra Elementary</td>
<td>California Gold Ribbon School 2016; Title I Academic Achievement Award 2016; Distinguished School 2008</td>
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<tr>
<td>Panorama Elementary</td>
<td>Distinguished School 2008, 2000</td>
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<tr>
<td>Prospect Elementary</td>
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<tr>
<td>Richland Continuation High</td>
<td>California Model Continuation School Award 2018</td>
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<tr>
<td>Running Springs Elementary</td>
<td>California Gold Ribbon School 2016; Distinguished School 2006</td>
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<tr>
<td>Santiago Charter Middle</td>
<td>Distinguished School 2011</td>
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<tr>
<td>Sycamore Elementary</td>
<td>California Gold Ribbon School 2016; Title I Academic Achievement Award 2014, 2016; National Blue Ribbon Award Nominee 2014</td>
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<td>Taft Elementary</td>
<td>California Gold Ribbon School 2016; Title I Academic Achievement Award 2016</td>
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<tr>
<td>Villa Park Elementary</td>
<td>California Gold Ribbon School 2016</td>
</tr>
<tr>
<td>West Orange Elementary</td>
<td>California Gold Ribbon School 2016; Title I Academic Achievement Award 2005, 2004, 2016</td>
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The Orange Unified School District began the Stakeholder Engagement process early 2018, 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. 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 District Goals and Strategic Initiatives 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 Board of Education and community for its efforts in the development of our initiatives!
Orange Unified School District Career Technical Education (CTE) courses are available for middle and high school students at their home school and the Career Education Center. Career Pathways prepare students for a wide range of high-wage, high-skill, high-demand careers. Pathways allow students to explore professions that fit their abilities and interests and gain industry specific skills and experience.

### Canyon High School Pathways

### El Modena High School Pathways
- Digital Photography; Graphic Design; Video Production; Dance; Residential & Commercial Construction; Business Management; Education; Engineering; Sports Medicine; Patient Care; Culinary Arts; Hospitality, Tourism, & Recreation; Collaborative Technology Program (CTP); Computer Science; Robotics; Emergency Response; Legal Practices; Public Safety

### Orange High School Pathways

### Villa Park High School Pathways
- Digital Audio, Graphic Design, Video Production, Dance, Performing Arts, Business management, Education, Engineering, Sports Medicine, Patient Care, Computer Science, Emergency Response, Public Safety

### Richland High School Pathways
- Digital Photography, Graphic Design, Video Game Design, Video Production, Business Management, Engineering

### Alternative Education Pathways
- Patient Care, Emergency Response

### Cerro Villa Middle School
- Paxton Patterson Tech Action Lab, College & Career Lab

### McPherson Middle School
- Project Lead the Way Gateway, Project Lead the Way Launch, C-STEM, Tech Squad

### Portola Middle School
- Paxton Patterson Tech Action Lab, College & Career Lab

### Yorba Middle School
- Paxton Patterson Tech Action Lab, College & Career Lab
Preparing Students for Careers & College
Award-Winning High Schools

Canyon High School
220 S. Imperial Hwy.
Anaheim, CA 92807
714-532-8000
www.canyonhighschool.org

• Prestigious IB Program
• AP Test Pass Rate Well Exceeds State and Global Rates
• Award-Winning Academic Competition Teams
• Award-Winning Visual and Performing Arts Programs
• 7 CTE Pathway Opportunities
• Award-Winning Video Production Program
• 4 National Merit Finalists
• 12 Athletic League Championships

El Modena High School
3920 Spring St.
Orange, CA 92869
714-997-6331
www.elmodenahs.org

• 2018 Best Public High School in Orange County – Parenting Magazine
• 2018 Silver Medal School in U.S. News & World Report Rankings
• 2018 Most Spirited Student Government & Student Body
• College Dual Enrollment
• Over 100 AP Scholars
• National Merit Scholars
• 2017 CIF Football Champions

Orange High School
525 N. Schaffer St.
Orange, CA 92867
714-997-6211
www.orangehighschool.org

“Home of the Early College Academy”
• National AVID Demonstration Site
• Chapman University STEM Scholars
• Highly Decorated MCJROTC
• Health Services Academy
• Medical STEM Lab
• College Dual Enrollment Opportunities

Villa Park High School
18042 Taft Ave.
Villa Park, CA 92861
714-532-8020
www.villaparkhigh.org

• 2017 Gold Ribbon School
• AP Capstone/Research School
• 2016 & 2018 NAMM School Award Winner
• PLTW Biomedical Science
• 16 League Titles Last Three Years
• Two CIF State Finalist Teams Last Two Years
• Five CIF Southern Section Academic Champion Teams Last Two Years