



## Theory of Action

If we create an environment of shared collaboration focused on inspiring student achievement, shared accountability will create an urgency to support continuous improvement of learning for all students.

- ### Core Values
- All students will learn.
  - All available resources will be utilized to ensure success.
  - Everyone needs to model servant leadership.
  - Creating a shared vision will empower others.
  - Communicating our shared vision requires honesty and consistency.
  - All people will be treated with dignity and respect.
  - We demonstrate trustworthiness by all we say and do.
  - We listen empathetically and respectfully to understand the message beyond the words.
  - Everyone is our customer and therefore we will always follow-up and follow-through.
  - What's best for our students comes first and foremost.



District-Wide Strategic Goals	Strategic Plan	Measurable Strategic Objectives
<p><b>Student Achievement:</b> Students will meet or exceed proficiency in core content areas.</p> <p><b>Student Engagement:</b> Students will be challenged with academic rigor, enhanced with relevance, and provided opportunities to explore a variety of educational options.</p> <p><b>Safe, Welcoming Schools:</b> Students will learn and staff will work in a safe, welcoming environment.</p> <p><b>Parent &amp; Community Partnerships:</b> OUSD will develop meaningful partnerships with parents and community, all contributing to the support of students in achieving success.</p> <p><b>Communications:</b> OUSD will be a transparent organization by open, two-way 21<sup>st</sup> century communication.</p> <p><b>Effective Use of Resources:</b> OUSD will use resources effectively within a culture of systemic practices that support priorities for teaching and learning.</p>		<ul style="list-style-type: none"> <li>• A minimum 10% point growth to meet “Safe Harbor” will be achieved in the 2012 California Standards Test (CST) English-Language Arts &amp; Mathematics subject tests for the following specific student subgroups: <ul style="list-style-type: none"> <li>☐ African American</li> <li>☐ Hispanic Latino</li> <li>☐ Students with Disabilities</li> <li>☐ Socioeconomically Disadvantaged</li> <li>☐ English Language Learners</li> </ul> </li> <li>• All other district subgroups will maintain high levels of proficiency and continue to advance to the state target (78.0% English-Language Arts; 78.2% Mathematics).</li> <li>• At least 56% of all English Language Learners will move one EL proficiency level for every year of instruction.</li> <li>• High schools will increase their 2012 four-year graduation rates and CAHSEE passage by 3%.</li> </ul>