



STRATEGIC PLAN 2021-2023





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VISION AND MISSION STATEMENTS

OUR VISION

Oasis Charter Schools believes that everyone can succeed in a nurturing and secure learning environment with support from diverse and meaningful community partnerships.

OUR MISSION

Our mission is to create a K-12 system that educates students to be responsible, critical thinkers who are prepared to successfully compete in a dynamic, global workforce.

OUR GOVERNING BOARD

Michael Campbell, Chairman
Susan Mitchell, Vice Chair
John Gunter, District 1, City Council Liaison
Vanessa Metzger, Community-at-Large
Dr. Guido Minaya, Business Community
Suzanne Treichler, Education Community
Tami Traiger, Community-at-Large

PARENT REPRESENTATIVES

Jennifer Hoagland, Oasis High School/SAC
Kristifer Jackson, Oasis Elementary North, Oasis Elementary South

CORE VALUES

Each school in the Oasis Charter Schools K-12 system believes:

UNIQUE ENVIRONMENT

Oasis Charter Schools provide unique learning environments and a community atmosphere where accountability, integrity, and collaboration is valued, and diverse perspectives are encouraged to promote overall student success.

STUDENT ACHIEVEMENT

Our charter schools teach knowledge and cultural literacy within a rigorous curriculum that is relevant to student's needs, and stimulates their natural curiosity, imagination, and critical thinking.

Oasis Charter Schools believes student achievement is the result of high staff expectations, quality lessons, challenging curricula and differentiation in teaching and learning.

COMMUNITY ENGAGEMENT

By developing meaningful partnerships in our communities, Oasis Charter Schools enriches both our students' socio-emotional well-being and academic life, which helps validate our reputation as a high performing school of choice.







A Message from the Superintendent

JACQUELIN COLLINS

On behalf of the City of Cape Coral Charter School Authority, and the Oasis Charter Schools, it is my pleasure to present to you our Strategic Plan 2021-2023.

I am honored to serve our Cape Coral community along with a team of administrators, educators, students, families, and stakeholders who insist on refining and validating who we are by looking more closely at our curriculum, coordinating our resources and personnel, and finding partnerships that will help sustain and prosper our brand.

Our charter school system appreciates that you have taken the time to educate yourself on our Vision and Mission, and the activities that make our charter system the schools of choice for parents, guardians, and students.

The definition of oasis is “an area that provides refuge, relief or pleasant contrast,”¹ and over the last 15 years our charter schools have been just that: The entire school system has been ranked ‘A’ by the Florida Department of Education, based on test scores and student performance; Oasis Elementary North is rated a *Florida School of Excellence*; Oasis Middle School has been ranked an ‘A’ school for 11 consecutive years; and Oasis High School is the only high school in Cape Coral with a graduation rate of 99%. This year add our refreshed K-12 STEM INNOVATION program and we are definitely a pleasant contrast. There is no other school system like us. Oasis Charter Schools is the refuge where students and families

Start HERE and Go EVERYWHERE.

1. Merriam-Webster Dictionary.com

GOAL 1

Student Achievement - Objectives 1, 2

Objective 1: Curriculum Alignment: The Oasis Charter Schools will implement horizontal and vertical development and planning to meet student learning needs and transition year expectations.

1.1. Strategy 1: Oasis Charter Schools teachers and staff will establish periodic classroom walkthroughs and scheduled teacher-teacher debriefings regarding the seamless transition of students moving from school grades 5 to 6, and grades 8 to 9.

1.1. Strategy 2: Throughout the school year Oasis Charter Schools teachers and staff will establish grade transition planning, along with an annual horizontal and vertical alignment of curriculum.

1.1. Strategy 3: Oasis Charter Schools will create individual school vertical and horizontal grade expectation plans (K-5, 6-8, 9-12) that are to be reviewed and/or revised annually.

Objective 2: Maintain focus in providing high quality instruction through on-going professional development. The Oasis Charter Schools will implement high-yield instructional strategies to improve student learning.

1.2. Strategy 1: Oasis Charter Schools teachers and staff will identify the high-yield instructional strategies for adoption.

1.2. Strategy 2: Oasis Charter Schools teachers will receive periodic and annual training on high-yield strategies the system adopts.

1.2. Strategy 3: Oasis Charter Schools teachers will monitor and assess the implementation of the high yield instructional strategies adopted.







GOAL 1

Student Achievement - Objectives 3, 4

Objective 3: Development of rigorous curricular content and data driven analysis for continued student achievement. The Oasis Charter Schools will develop and implement rigorous curricular content for continued student high achievement.

1.3. Strategy 1: Oasis Charter Schools will conduct collaborative PLC's using benchmark assessment data with teachers and staff.

1.3 Strategy 2: Conduct focused data chats with all departments/grade levels.

1.3. Strategy 3: Analyzation of quarterly progress monitoring data for students not making adequate progress.

1.3. Strategy 4: Monitor implementation of rigorous curriculum through quarterly teacher evaluations.

Objective 4: Monitor implementation of rigorous curriculum through walkthroughs and quarterly teacher evaluations: The Oasis Charter Schools will implement and monitor relevant evaluation systems.

1.4. Strategy 1: Oasis Charter Schools will identify and adopt relevant evaluation methods to meet the system's needs.

1.4. Strategy 2: Train administration and teachers in new evaluation systems.



GOAL 1

Student Achievement - Objectives 5, 6

Objective 5: Focus on innovative practices such as creativity, collaborative problem solving and increased learner engagement. The Oasis Charter Schools will focus and develop innovative practices for increased learner engagement.

1.5. Strategy 1: Oasis Charter Schools will obtain, develop, and maintain STEM MakerSpaces first in the middle school (2020-2021), followed by the elementaries and high school (2021-2022).

1.5. Strategy 2: Oasis Charter Schools will develop an integrated STEM curriculum that aligns engineering, computer science, and cyber security opportunities for students K-12.

1.5. Strategy 3: Oasis Charter School teachers and staff will receive training in Project-Based Learning (PBL), and/or Inquiry Based-Learning (IBL) to meet the emergent needs of students in grades K-12.

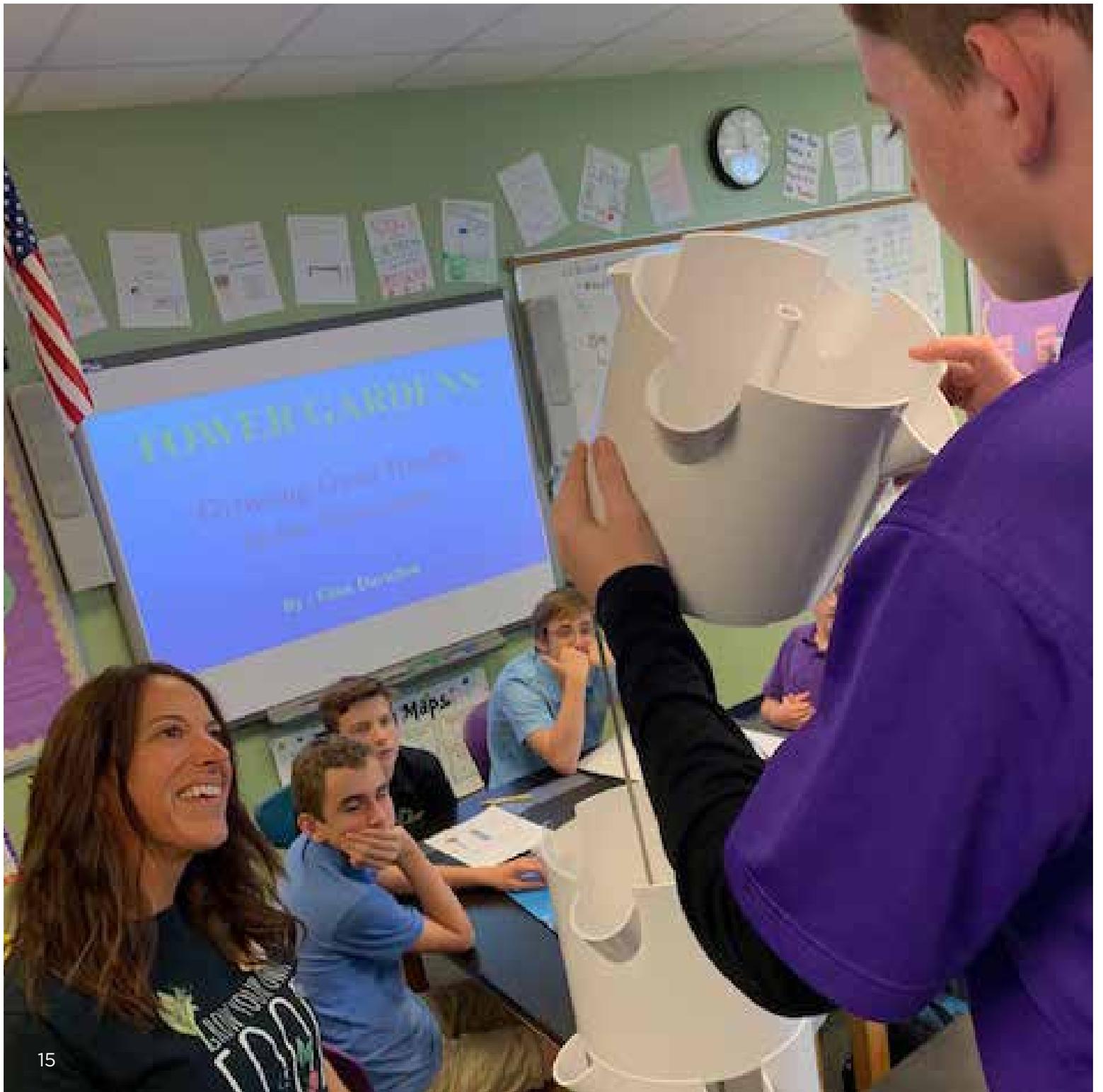
Objective 6: Increasing the focus on the socio-emotional well-being of students: The Oasis Charter Schools will receive training, implement, and monitor relevant socio-emotional and well-being programming for students.

1.6. Strategy 1: Oasis Charter Schools will hire and retain a school social worker to provide preventative care and emergent services to students.

1.6. Strategy 2: Oasis Charter Schools will provide teachers and staff with mental health focused training to include trauma-informed care, suicide awareness, etc.

1.6. Strategy 3: Oasis Charter Schools will implement at the elementary level curriculums to help students develop skills to assist them with conflict resolution, mindfulness, and self-regulation.





GOAL 2

Continuous Improvement - Objectives 1, 2

Objective 1: Educator Initiatives: The Oasis Charter Schools will develop and implement formal processes to monitor the attraction, recruitment, and retention of quality teachers to build and sustain a qualified and competitive workforce.

2.1. Strategy 1: The Oasis Charter Schools Human Resources Department will develop and implement employee relations procedures to include recruitment initiatives, and retention strategies that reflect the charter schools' Core Values, and develop budget allocations to advertise, market and/or promote charter school employment to qualified teachers.

2.1. Strategy 2: The Oasis Charter Schools Human Resources Department will create and develop an Attraction, Recruitment, Retention (ARR) dashboard to track and analyze the results of various marketing and teacher hiring campaigns.

Objective 2: Educator Initiatives: The Oasis Charter Schools will develop and implement a formal teacher mentoring and coaching program to increase the retention of effective teachers.

2.2. Strategy 1: The Oasis Charter Schools will develop a formal committee of highly effective teachers, school-based administrators, and the superintendent to coach and mentor effective teachers in a development program that is designed to train and/or retrain them.

GOAL 2

Continuous Improvement - Objectives 3, 4

Objective 3: Educator Initiatives: The Oasis Charter Schools will develop and implement a formalized leadership opportunity program within the system for qualified teachers.

2.3. Strategy 1: The Oasis Charter Schools will develop a formal committee of highly effective teachers, school-based administrators, and the superintendent to identify, coach and mentor effective teachers to train and/or retrain them for educational leadership roles within the charter school system.

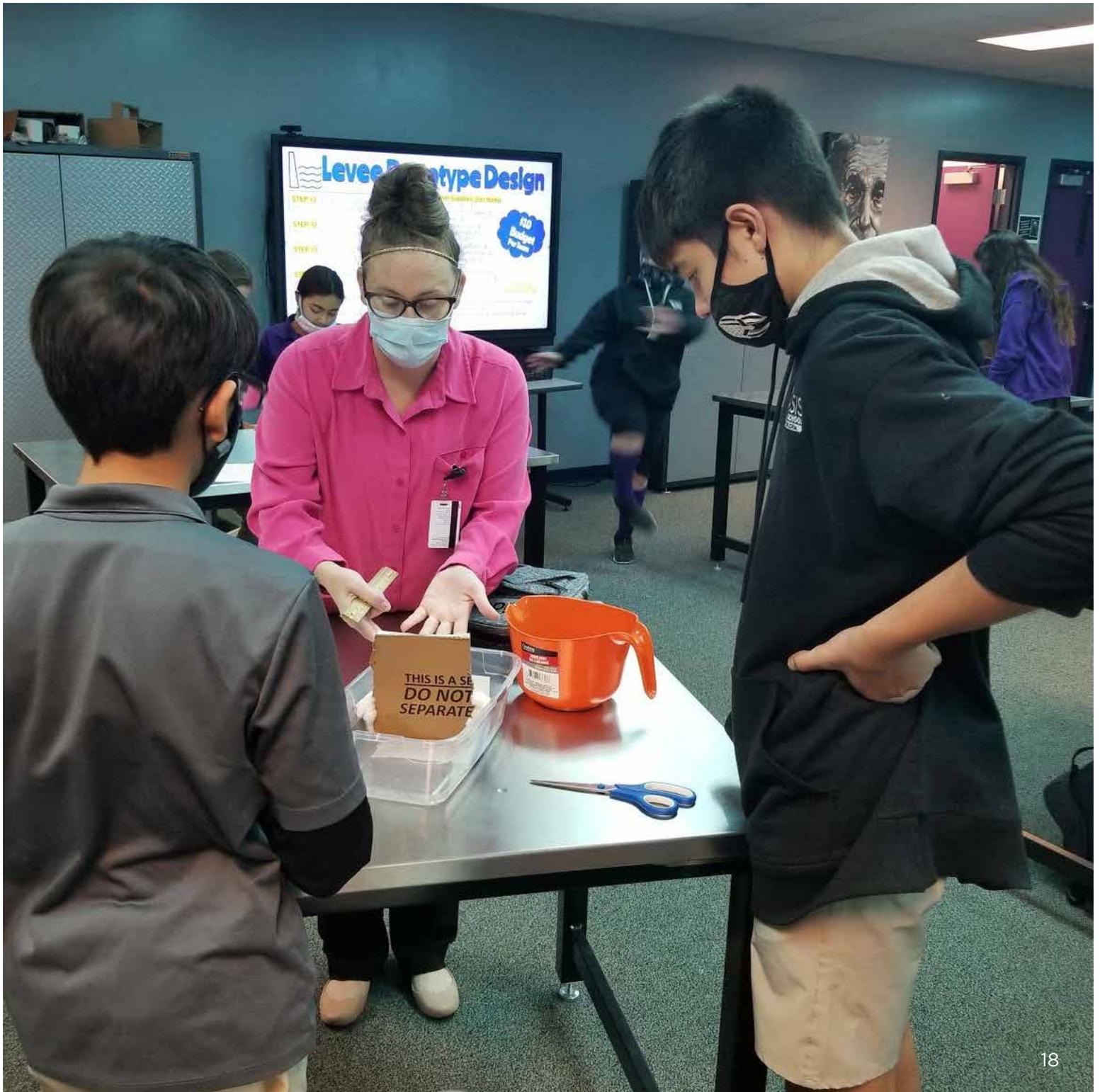
2.3. Strategy 2: The Oasis Charter Schools will create a Leadership Opportunities Committee (LOC) to formalize the core components of an internal leadership program to train and promote upcoming educational leaders from within the charter school system's multiple domains.

Objective 4: Facilities Maintenance & Management: The Oasis Charter Schools will maintain and/or upgrade facility management improvement efforts to ensure our buildings are safe, secure, and sustainable.

2.4. Strategy 1: The Oasis Charter Schools will identify and develop a formal building services and maintenance plan to include preventative maintenance, annual inspections and accountability.

2.4. Strategy 2: The Oasis Charter Schools will restructure its maintenance department and develop a five-year (5) Capital Asset Plan to successfully manage building services and facilities support.





GOAL 2

Continuous Improvement - Objective 4, Strategies 3-5

Objective 4: Facilities Maintenance & Management: The Oasis Charter Schools will maintain and/or upgrade facility management improvement efforts to ensure our buildings are safe, secure, and sustainable.

2.4. Strategy 3: The Oasis Charter Schools and the City of Cape Coral will restructure building leases and examine annual work within the Capital Asset Plan for sustainability.

2.4. Strategy 4: The Oasis Charter Schools will update/replace Oasis Elementary North classroom portables to support enrollment capacity.

2.4. Strategy 5: The Oasis Charter Schools will restructure its IT department to include IT optimization of network upgrades and security, in addition to hiring an IT security specialist to secure and monitor IT system access.



the path may lead,  go instead where there is no path, and leave a trail.





GOAL 3

Community Engagement - Objectives 1, 2

Objective 1: Brand Management: The Oasis Charter Schools will enhance and refresh the system's brand with business and community partnerships to improve and manage our reputation as an exemplary charter school system.

3.1. Strategy 1: Oasis Charter Schools will strengthen and enhance the system's visibility and presence on public and social media platforms ensuring the K-12 charter school's competitive identity is recognized and valued.

Objective 2: Enhance Community and Stakeholder Partnerships: The Oasis Charter Schools will improve their business and community partnerships to assist students in their exploration of college and career readiness, ultimately providing businesses with the opportunity to preview potential workforce competency.

3.2. Strategy 1: Oasis Charter Schools will develop and maintain business collaborations and partnerships with the City of Cape Coral Economic Development Office, and other symbiotic organizations for the purpose of obtaining student internships and experiential learning.



GOAL 3

Community Engagement - Objectives 3, 4

Objective 3: Increase Community Engagement: The Oasis Charter Schools will increase the percentage of parents and guardians who agree that they are informed of their students' learning progress to a minimum of 85% by 2023.

3.3. Strategy 1: The entire Oasis Charter Schools K-12 system, including parents and guardians, will exclusively use the ParentSquare school-to-home, two-way communication platform as part of an administrative policy for direct communication and system transparency.

Objective 4: Extended Governing Board Professional Development: The Oasis Charter Schools will develop an orientation and mentoring program for new appointees, and senior board members, and require that all board members participate in annual professional development.

3.4. Strategy 1: Identify the professional expertise and credentials of all board members and align them with specific responsibilities or board committees that will capitalize on their experience.

3.4. Strategy 2: Require participation in annual governance training including workshops, seminars and/or online training for improved governing board cohesion and performance.









START HERE AND GO EVERYWHERE.

The Oasis Charter Schools STEM INNOVATION program started in the Fall of 2020, first in the middle school, then moving onward to the high school and two elementaries. The initial focus was on STEM professional development for educators, eventually implementing core classes for students such as basic engineering, coding, robotics, marine engineering and cybersecurity. Building a repository of subject matter experts (SMEs) to assist OCS educators has also been a key component in the program’s success because STEM learning will be imbedded in course curriculum throughout our K-12 school system. Additionally, implementing a MakerSpace learning lab for educators to learn “out of the box” methods of delivering STEM curriculum will also empower teachers to create and continuously innovate STEM learning modules.

Oasis Charter Schools - STEM Advisory Board 2021-2022

Major Bobby Carbonell, Entrepreneurship

Dr. Terri Curran, CyberSecurity

Rep. Mike Giallambardo, District 77, Florida House

Ms. Honey Phillips, Environmental Science

Dr. Melissa Rodriguez Meehan, CSA Governing Board Member

Dr. Guido Minaya, CSA Governing Board Member

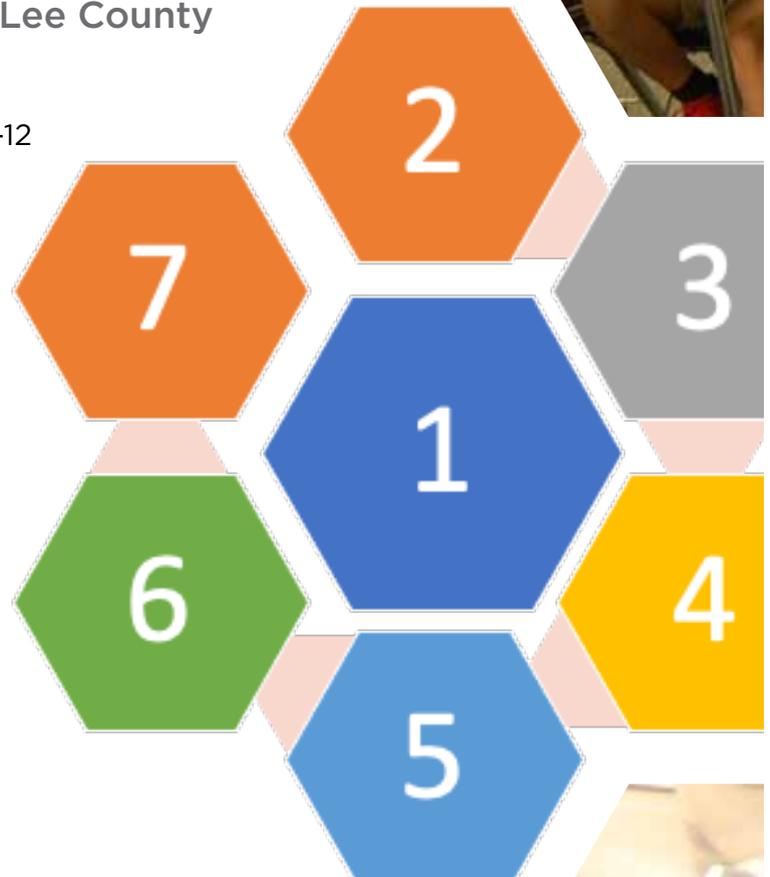
Dr. Kelley Severns, Engineering and Marine Science

Mr. C. Michael Toughill, Data Analysis

PARENT SYSTEM SURVEY

Top Reasons Parents and Guardians choose Oasis Charter Schools over other Lee County School District schools:

1. Students can matriculate from grades K-12
2. Curriculum creativity and specialization
3. Small system with a family feel
4. Self selection - the pursuit of a school of choice is evidence of a family's commitment to education
5. Teacher quality (highly trained, loyal)
6. School culture
7. Parent volunteer requirement







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