



2018-2023

STRATEGIC PLAN

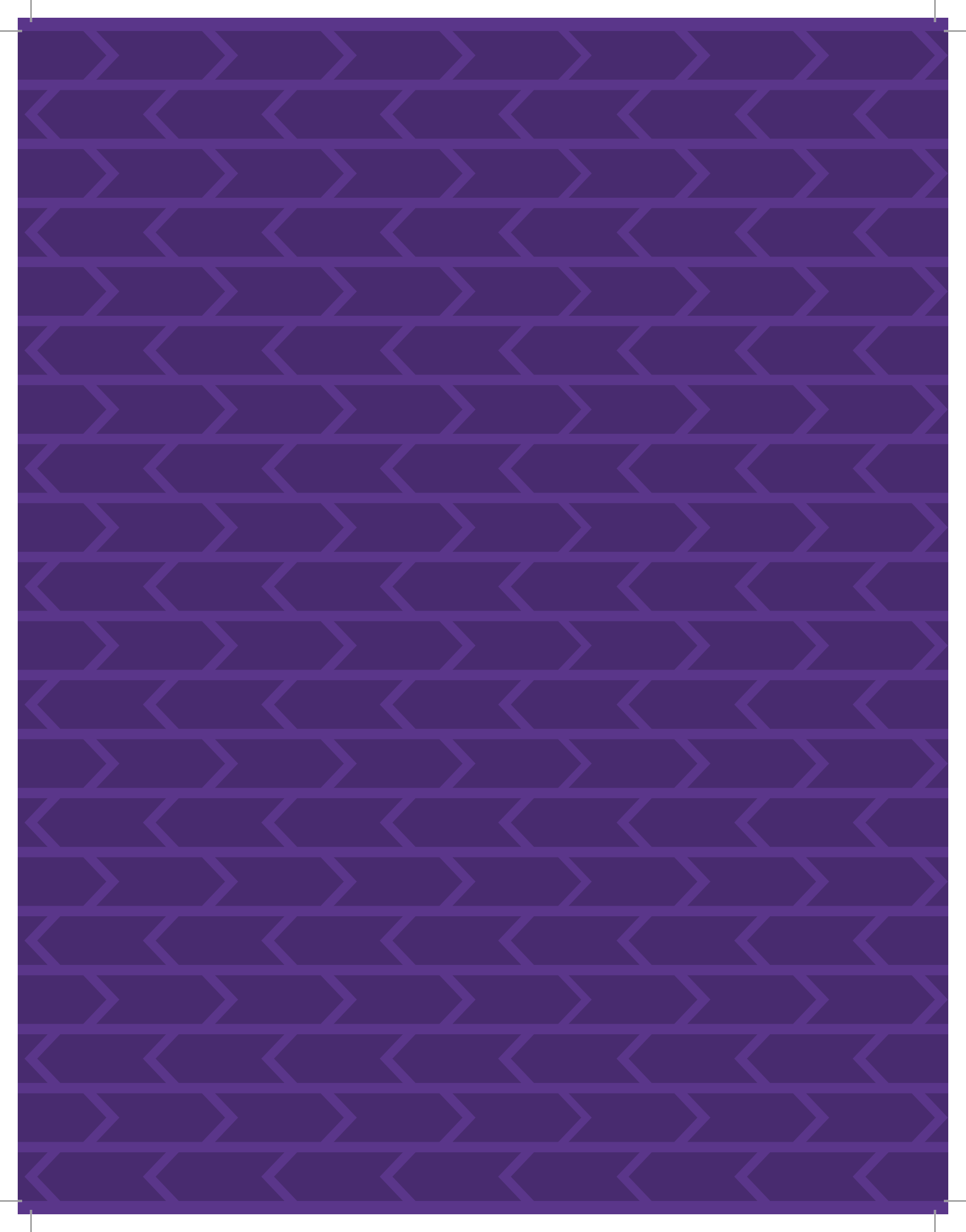


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Anadarko Public Schools understands the importance of collaboration with our stakeholders to ensure the future success of our students. This five-year strategic plan will serve as the vehicle that provides a collaborative roadmap to further our vision of creating a district where no barriers exist to student achievement. We are fortunate to live in a community that is supportive of public education and sincerely wants every child to experience academic success.

Cindy Hackney
Superintendent

BOARD OF EDUCATION



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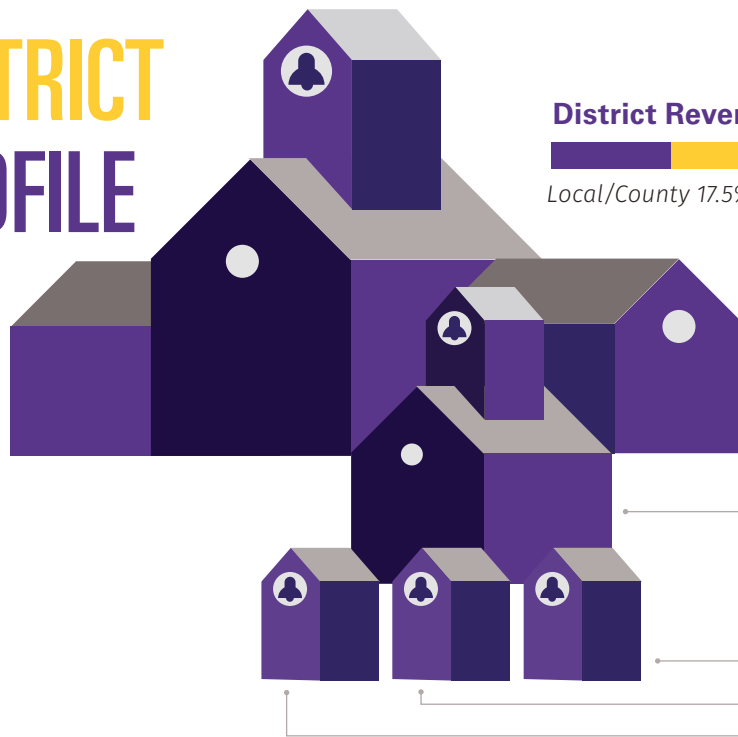
STRATEGIC PLANNING TEAM MEMBERS

	STUDENT ACHIEVEMENT	TEACHER QUALITY & EFFECTIVENESS	SUPPORT SYSTEMS	SCHOOL CULTURE & ENVIRONMENT	FAMILY, COMMUNITY, & SCHOOL PARTNERSHIPS
Phase II:					
<i>Parent</i>	Galela Dalby	Marland Toyekoyah	Alicia Foreman	Sidney Eastwood	Christy Carey
<i>Student</i>	Nathan Turner	Teague Stands	Carley Taylor	BraeDon Borden	Bianca Morales
<i>Teacher</i>	Gina Taylor	Kirby Ladyman	Tyler Perring	Jaime Moore	April Taylor
<i>Community/ Board</i>	David Scott	JoWanna Hudson	Jackie McComas	David Sullivan	Donna Richey
<i>Administrator</i>	Rhonda Tallent	Jeff Barrett	Danny Harris	Tony Summers	LaVonda Bost

Phase III:					
<i>Parent</i>	Michael Dalby	Leah Bauman	Alicia Foreman	Sidney Eastwood	Donna Richey
<i>Teacher</i>	Gina Taylor	Kirby Ladyman	Tyler Perring	Jaime Moore	April Taylor
<i>Goal Area Expert</i>	Jennifer Merritt	JoWanna Hudson	Angela Toyebo	Deborah Tahsudah	Lyn Grubb
<i>Administrator</i>	Rhonda Tallent	Jeff Barrett	Danny Harris	Tony Summers	Lavonda Bost
<i>Community/ Board</i>	David Scott	Marland Toyekoyah	Jackie McComas	David Sullivan	Amy Mears



DISTRICT PROFILE



District Revenues: (All Funds)



← **Anadarko High School** (9-12)

← **Anadarko Middle School** (6-8)

← **East Elementary** (2-3)

← **Mission Elementary** (PK, 4-5)

← **Sunset Elementary** (K-1)

103

Teachers

7

Counselors

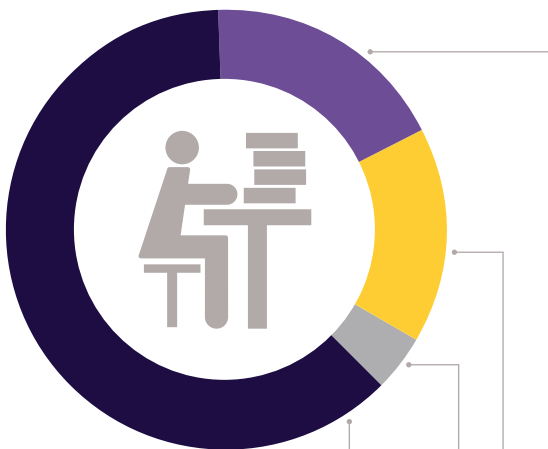
10.6

Administrators

101

Support Staff

(33.1% with advanced degrees, 13 average years teaching experience)



Student Population:

62% Native American

18% Hispanic

16% Caucasian

4% Black

0% Asian

13.9%

*Identified as
Gifted and
Talented*

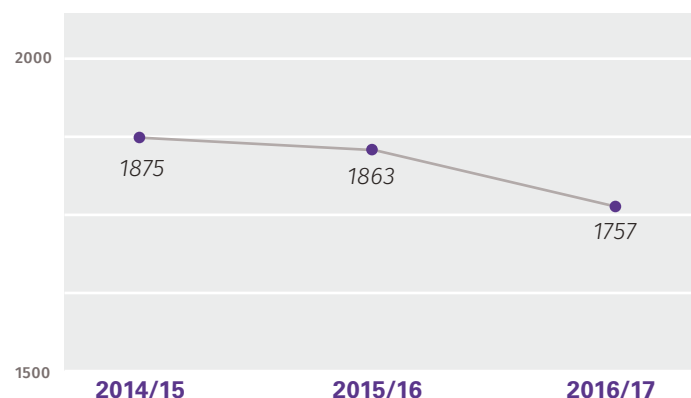
11%

*Identified in
Special Education
Programs*

3.6%

*Identified as
English Language
Learners (ELL)*

Enrollment Trends:




EXECUTIVE SUMMARY

A nadarko Public School's 2018-2023 Strategic Plan serves as a blueprint of district transformation and change. The district embarked on a transparent year-long journey to develop a five-year comprehensive continuous improvement plan that is stakeholder and data driven. The plan recognizes the unique characteristics of the school district, the successful initiatives already in place, while also stressing the importance of increasing the academic performance of all students. To accomplish this, the plan focuses on five goal areas: (1) Student Achievement, (2) Teacher Quality and Effectiveness, (3) Support Systems, (4) School Culture and Environment, and (5) Family, Community and School Partnerships. Initiatives provided in the plan include the recruitment, retention and development of high quality teachers through focused professional development, mentoring, and a comprehensive recruitment plan. The importance of quality support systems is evidenced in initiatives to increase student program opportunities in the areas of gifted and talented, character and leadership, and increased student clubs and organizations. The plan also recognizes the importance of technology as an instructional support tool by providing for a three-year technology plan that addresses classroom use and instruction, professional development, budgets, maintenance, infrastructure, hardware, and software. Paramount to support is an emphasis on the district's budget alignment to strategic plan goals during the next five years as well as promoting

alternative funding through outside grants by all staff members. The plan also includes a shared commitment to strengthen community relations through parental and community partnerships that will continue to build on the cultural diversity of the district with a more culturally responsive curriculum. Lastly, the plan stresses the importance of increasing academic achievement for all students by calling for instruction that engages students in a differentiated curriculum that has a literacy focus within an environment that promotes college and career readiness.

This five-year strategic plan provides the framework for the district and individual schools to support the development of each child, regardless of ethnicity, disability, or income level. Action steps are provided to ensure students will meet and/or exceed standards, graduate on time and will be college and/or career ready in a global society.

The plan will serve as the foundation for each school in the district to develop annual site plans in support of the district's Continuous Strategic Improvement Plan. The initiatives and actions steps will be continually monitored, and the Board of Education will be regularly updated about the plan's progress. The Strategic Plan upholds the core values, beliefs, and expectations established by the Anadarko community and will serve to build upon those concepts for the next five years.



The faculty and staff of Anadarko Public Schools will provide flexible, on-going instruction and differentiated learning opportunities to prepare all students to achieve at high levels in a global society.

TIMELINE OF PLANNING PROCESS

PHASE I ENGAGE

“Who are we?” *district’s learner expectations, core beliefs, and core values*

The purpose of this phase is critical to the fidelity and sustainability of public education. Phase I gained stakeholder input in determining the community’s educational objectives. This process included community forums to engage stakeholders in reflective dialogue about the purpose and process of education in a local context. The community survey offered a second opportunity for stakeholders to provide input and ideas. Data collected from these were analyzed to reflect the community’s Learner Expectations, Core Beliefs, and Core Values which were used throughout the strategic planning process. Goal areas and performance objectives developed in Phase II were aligned to them.

- **February 13 - March 3, 2017**
Community Survey
- **February 23, 2017**
Forum | 3:15 p.m. | East Elementary School
- **February 23, 2017**
Forum | 5:30 p.m. | Anadarko Middle School
- **February 28, 2017**
Forum | 3:15 p.m. | Mission Elementary School
- **February 28, 2017**
Forum | 5:30 p.m. | Anadarko High School

PHASE II PLAN

“Where are we now?” *goal areas and performance objectives*

In this phase, the Planning Team, composed of school and community members selected by the District Leadership Team engaged in a collaborative inquiry process to implement change. Team members were representative of the demographics of the district with 75% of the membership comprised of district leaders, school administrators, and teachers. The other 25% were students, parents, community members and a school board member who followed the process and served as a liaison to the local board of education. The Planning Team examined and analyzed a variety of district data types and sources. At the end of the second day of planning, based on the data analysis, goal areas were decided along with performance objectives for each goal area.

- **April 26, 2017**
Mission Elementary School
- **April 27, 2017**
Mission Elementary School

PHASE III ACT

**“Where do we want to go?”
and “How will we know when
we get there?”** *SMART performance
measures, initiatives for each performance
objective, action steps for each initiative,
timeline of initiatives*

All members of the Planning Team returned for this phase. Their first task was to make certain the goal areas and performance objectives were aligned to the community's Learner Expectations, Core Beliefs, and Core Values. After two days, the team had developed action steps as well as performance measures that were Specific, Measureable, Attainable, Results Oriented, and Time Bound (SMART). On the third day, the Action Team developed a timeline for the five-year plan, being sure to consider not placing too many initiatives in any one year, not to overload any responsible person, and not to create a burden in the budget any one year.

- **October 3, 2017**
Mission Elementary School
- **October 4, 2017**
Mission Elementary School
- **October 24, 2017**
Mission Elementary School

PHASE IV ACHIEVE

“How do we plan to get there?”
*training of a site leadership team from each
school site in the district to develop a site
level year one plan*

The district needs to be held accountable to achieve the goals set forth by this process. This phase works with a leadership team from each school site to instruct them in the process of examining the district's strategic plan and determining how each of their sites will address the plan. Using their individual school data each school site develops a year one plan, consisting of two 90 Day Semester Action Plans, which will support the implementation of the district's strategic plan. An accountability flow chart is developed and shared.

- **January 8, 2018**
Board Approval
- **TBD**
Development of Year One Site Plans

COMMUNITY ENGAGEMENT REPORT

The district's Learner Expectations, Core Beliefs, and Core Values were developed from the community responses to the online survey and to the focus questions asked at the community forums. All responses were compiled and then analyzed to represent one of these areas. As the strategic planning committees worked through the various stages of developing goals, objectives, initiatives, and action steps, they paused at each level of work to check their decisions against what the community had expressed. Alignment to these expectations, core beliefs, and values are noted in the Rationale Statements for each objective.



Learner Expectations

Anadarko Public Schools expect the graduates of 2028 and beyond to:

- Communicate effectively
- Be critical thinkers
- Have a mastery of core content
- Have organization skills
- Be creative
- Use technology to locate and use information
- Exhibit life skills such as leadership, responsibility, and respect
- Use conflict resolution skills
- Have financial skills

These expectations will create collaborative, productive citizens with a strong work ethic who are college and career ready in a global society.

Core Beliefs

Anadarko Public Schools believe that to realize their expectations for graduates, quality teaching and learning should provide opportunities for students to participate in:

- Creativity and innovation
- Relevant content
- Community service
- Basic skills
- Use of technology
- Enrichment and remediation
- Collaboration
- Family support/involvement
- Counseling services
- Student leadership

This type of teaching and learning will provide a rigorous curriculum facilitated by quality teachers and research-based instruction within a supportive environment to create global college and career ready students.

Core Values

In order to ensure quality teaching and learning, Anadarko Public Schools value...

- Quality programs aligned to goals
- Quality teachers
- Respectful/nurturing environment
- Parental involvement
- Up to date technology
- Class size conducive to learning
- Strong, shared leadership
- Relevant professional development
- Adequate finances
- Innovative teaching
- Quality building and grounds

By upholding these values, Anadarko Public Schools will meet the diverse needs of all students within a system of effective communication, discipline, recognitions, staff compensation, and instructional practices.



STRATEGIC GOAL SUMMARY

GOAL AREA #1

STUDENT ACHIEVEMENT

Objective 1: Improve reading proficiency

» Initiative: *Embedded Literacy Across the Curriculum*

Objective 2: Meet diverse needs of all students

» Initiative: *Differentiated Instruction*

Objective 3: Increase college and/or career readiness

» Initiative: *College and Career Culture*

GOAL AREA #2

TEACHER QUALITY AND EFFECTIVENESS

Objective 1: Improve teacher quality and effectiveness

» Initiative: *High Quality, Relevant Professional Development*

Objective 2: Recruit high quality teachers

» Initiative: *Comprehensive Recruitment Plan*

Objective 3: Retain high quality teachers

» Initiative: *Teacher Mentoring Program*

» Initiative: *Career Teacher Incentive Program*





GOAL AREA #3

SUPPORT SYSTEMS

Objective 1: Increase program opportunities

- » Initiative: Gifted and Talented (GT) Programs
- » Initiative: Character and Leadership Development
- » Initiative: Student Clubs/Organizations

Objective 2: Increase equitable access to technology

- » Initiative: 3-Year Technology Plan

Objective 3: Ensure fiscal responsibility

- » Initiative: Alternative Funding
- » Initiative: Budget Alignment

GOAL AREA #4

SCHOOL CULTURE AND ENVIRONMENT

Objective 1: Increase student attendance

- » Initiative: Student Engagement

Objective 2: Increase cultural connections/awareness

- » Initiative: Culturally Responsive Curriculum


GOAL AREA #5

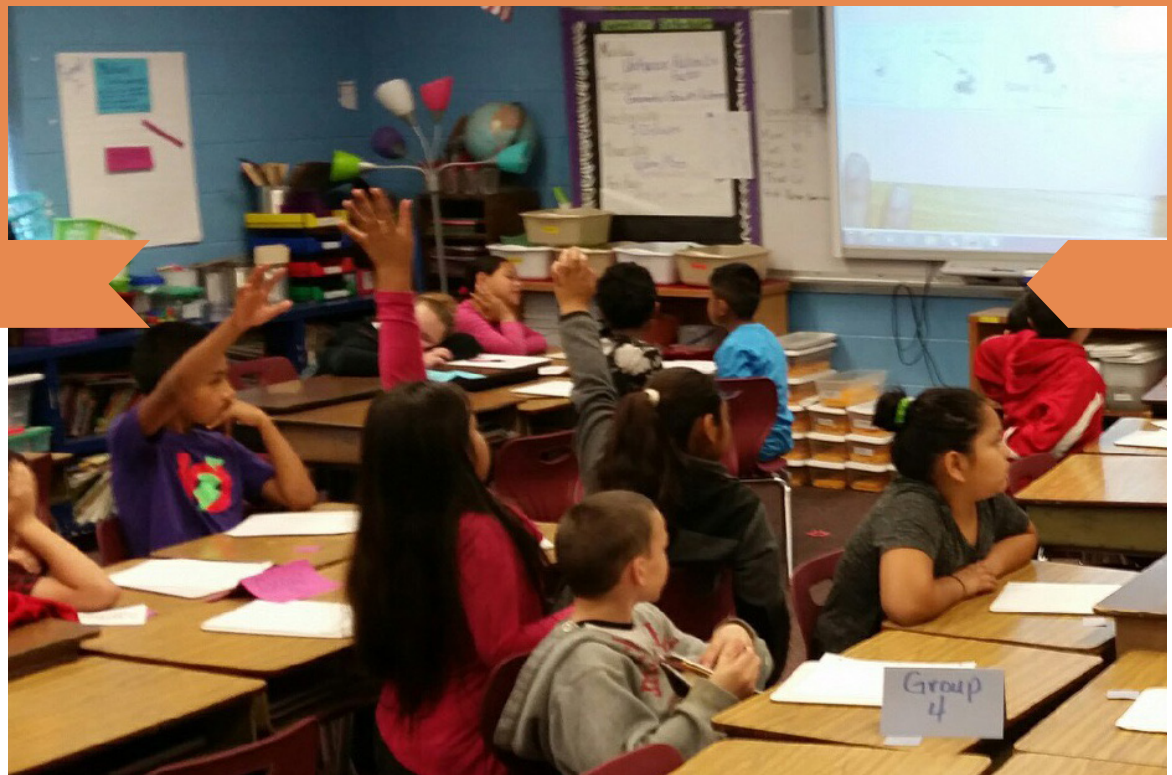
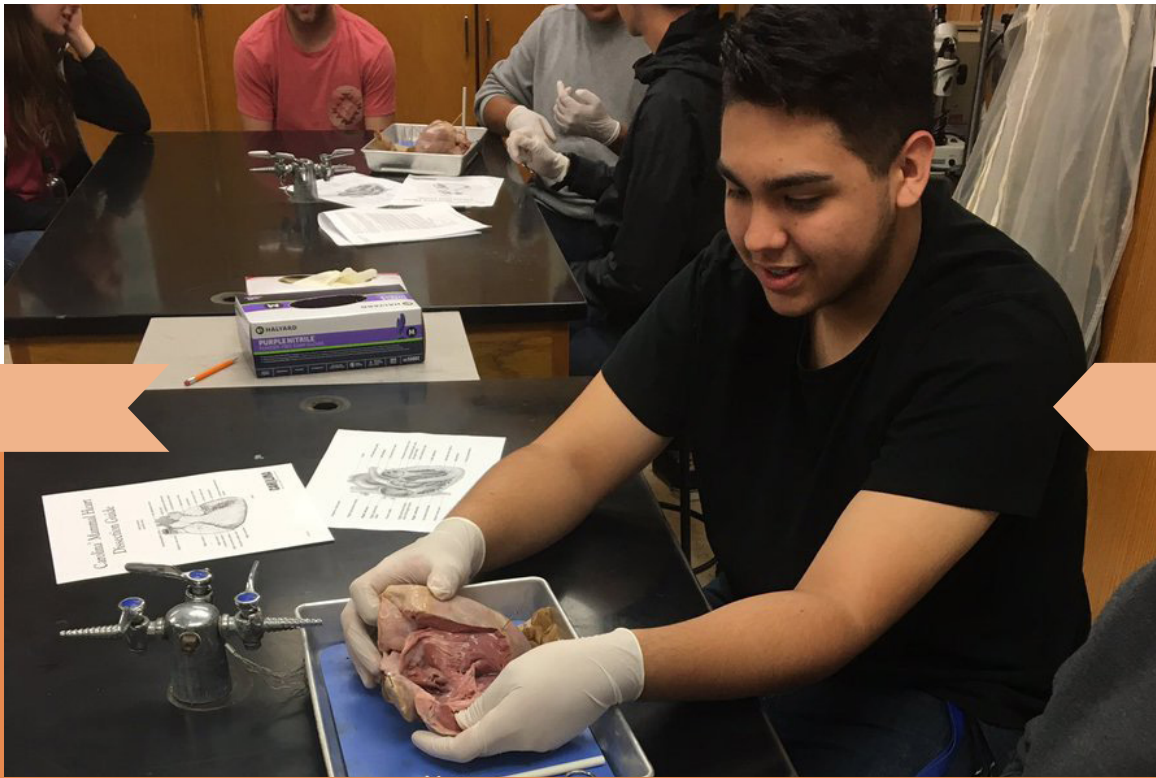
FAMILY, COMMUNITY, AND SCHOOL PARTNERSHIPS

Objective 1: Increase school/family partnerships

- » Initiative: Intentional Interactions

Objective 2: Increase school/community partnerships

- » Initiative: Reciprocal Partnerships
 - » Initiative: Multicultural Partnerships
- 





GOAL AREA #1

STUDENT ACHIEVEMENT

GOAL AREA #1

STUDENT ACHIEVEMENT

OBJECTIVE 1

Improve reading proficiency

RATIONALE

If Anadarko Public Schools improve reading proficiency across the curriculum we will honor what the community expects in the development of literacy.

INITIATIVE 1

*Embedded
Literacy Across
the Curriculum*

ACTION STEPS

TIMELINE

Extend current K-4 reading curriculum through 6th grade & integrate new reading series for 7th-12th grade.

2018-19

Instructional coaches will develop a professional development plan by grade level and content area to implement embedded literacy strategies.

2018-19

Provide professional development on embedded literacy strategies for instructors.

2019-20

Integrate embedded literacy strategies in all content areas K-12.

2019-20

Monitor faithful implementation of programs.

2019-20

Collect and analyze data from walkthroughs and student assessments.

2020-21

Monitor and adjust.

2020-21

PERFORMANCE MEASURE(S)

- By 2023, all APS 3rd graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 4th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 6th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 7th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 3rd graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 4th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 6th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 7th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP science assessment.
- By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP science assessment.

GOAL AREA #1

STUDENT ACHIEVEMENT

OBJECTIVE 2

Meet diverse needs of all students

RATIONALE

If Anadarko Public Schools meet the diverse needs of all students, we will honor what our community expects in effective communication and instructional practices.

INITIATIVE 1

Differentiated Instruction

ACTION STEPS

TIMELINE

Provide professional development for instructional coaches and building administrators in differentiated instruction in content, product, and process.

2018-19

Research and identify research-based best practices for differentiated instruction.

2018-19

Develop a professional development plan for differentiated instruction.

2018-19

Provide professional development and coaching for teachers on differentiated instruction.

2019-20

Implement the differentiated instructional strategies across all grade levels and content areas.

2019-20

Monitor and evaluate implementation of differentiated instruction strategies.

2019-20

Adjust the plan based on monitoring.

2019-20
ongoing

PERFORMANCE MEASURE(S)

- By 2023, all APS 3rd graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 4th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 6th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
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- By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP reading assessment.
- By 2023, all APS 3rd graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 4th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 6th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 7th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP math assessment.
- By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP science assessment.
- By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP science assessment.

GOAL AREA #1

STUDENT ACHIEVEMENT

OBJECTIVE 3

Increase college and/or career readiness

RATIONALE

If Anadarko Public Schools implement the need for college and career readiness, we will honor what our community expects in developing productive citizens who are college and career ready in a global society.

INITIATIVE 1

*College and
Career Culture*

ACTION STEPS

TIMELINE

Elementary

- Each classroom will provide a career exploration activity for each content area annually.
- Each classroom will provide a college exploration activity annually such as:
 - College t-shirt day
 - College door decoration contest
 - Virtual college tour
 - College field trip
 - Other

2018-19

Middle School

- Partner with CareerTech to provide promotional materials at the middle school.
- Plan an annual career awareness event that might include:
 - A visit to the CareerTech
 - Speakers from various careers
 - Other activities as determined by middle school leadership

2018-19

High School

- Student led job and college fair.
- As part of Life Skills class students will create and conduct a career student interest survey.
- Based on interest survey results, identify additional Advanced Placement (AP) courses needed.
- Select teachers to attend AP training.
- Use interest survey results to counsel students toward appropriate college/career pathway (enrollment in CareerTech and/or in AP courses).

2018-19



American College Testing (ACT)

- Provide ACT prep class.
- All sophomores will take the pre-ACT.
- Frequent alignment checks by counselors to ensure students are in correct course enrollments to prepare them for the ACT.

2018-19

**PERFORMANCE
MEASURE(S)**

- By 2023, there will be at least 80 students attending the CareerTech according to the state accreditation report.
- By 2023, there will be 7 Advanced Placement (AP) classes offered at the high school according to the AP report.
- By 2023, there will be at least 80 students enrolled in AP classes according to the AP report.
- By 2023, 100% of students taking AP courses will take the AP exam according to the AP report.
- By 2023, the Anadarko High School average score on English will be at least 18 according to the ACT College Readiness Report.
- By 2023, the Anadarko High School average score on reading will be at least 22 according to the ACT College Readiness Report.
- By 2023, the Anadarko High School average score on science will be at least 23 according to the ACT College Readiness Report.
- By 2023, the Anadarko High School average score on math will be at least 22 according to the ACT College Readiness Report.

GOAL AREA #1

STUDENT ACHIEVEMENT

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	18-19	19-20	20-21	21-22	22-23
Improve reading proficiency	By 2023, all APS 3rd graders will show at least 10% growth in proficiency on the OSTP reading assessment.	29%	31%	33%	35%	37%	39%
	By 2023, all APS 4th graders will show at least 10% growth in proficiency on the OSTP reading assessment.	29%	31%	33%	35%	37%	39%
	By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP reading assessment.	24%	26%	28%	30%	32%	34%
	By 2023, all APS 6th graders will show at least 10% growth in proficiency on the OSTP reading assessment.	25%	27%	29%	31%	33%	35%
	By 2023, all APS 7th graders will show at least 10% growth in proficiency on the OSTP reading assessment.	26%	28%	30%	32%	34%	36%
	By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP reading assessment.	33%	35%	37%	39%	41%	43%
Meet the diverse needs of all students	By 2023, all APS 3rd graders will show at least 10% growth in proficiency on the OSTP math assessment.	41%	43%	45%	47%	49%	51%
	By 2023, all APS 4th graders will show at least 10% growth in proficiency on the OSTP math assessment.	33%	35%	37%	39%	41%	43%
	By 2023, all APS 5th graders will show at least 10% growth in proficiency on the OSTP math assessment.	21%	23%	25%	27%	29%	31%
	By 2023, all APS 6th graders will show at least 10% growth in proficiency on the OSTP math assessment.	26%	28%	30%	32%	34%	36%
	By 2023, all APS 7th graders will show at least 10% growth in proficiency on the OSTP math assessment.	25%	27%	29%	31%	33%	35%
	By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP math assessment.	26%	28%	30%	32%	34%	36%
	By 2023, all APS 5th graders will show at least a 10% growth in proficiency on the OSTP science assessment.	21%	23%	25%	27%	29%	31%
	By 2023, all APS 8th graders will show at least 10% growth in proficiency on the OSTP science assessment.	35%	37%	39%	41%	43%	45%

OBJECTIVES

PERFORMANCE MEASURES

BASELINE

18-19

19-20

20-21

21-22

22-23

**Increase college
and/or career
readiness**

By 2023, the Anadarko High School average score on English will be at least 18 according to the American College Testing (ACT) College Readiness Report.

16.5

17

17.2

17.5

17.7

18

By 2023, the Anadarko High School average score on reading will be at least 22 according to the ACT College Readiness Report.

18.8

19

19.5

20

21

22

By 2023, the Anadarko High School average score on science will be at least 23 according to the ACT College Readiness Report.

17.9

18

19

20.5

21.5

23

By 2023, the Anadarko High School average score on math will be at least 22 according to the ACT College Readiness Report.

17.2

18

19

20

21

22

By 2023, there will be at least 80 students attending the CareerTech according to the state accreditation report.

19
HS
Students

35

45

55

65

80
HS
Students

By 2023, there will be 7 Advanced Placement (AP) classes offered at the high school according to the AP report.

3
AP
Classes

3

4

5

6

7
AP
classes

By 2023, there will be at least 80 students enrolled in AP classes according to the AP report.

32
Students

40

50

60

70

80
Students

By 2023, all students enrolled in AP classes will take the AP exam according to the AP report.

11
Students

20

35

50

70

80
Students





GOAL AREA #2

TEACHER QUALITY AND EFFECTIVENESS

GOAL AREA #2

TEACHER QUALITY AND EFFECTIVENESS

OBJECTIVE 1

Improve teacher quality and effectiveness

RATIONALE

If Anadarko Public Schools improve teacher quality and effectiveness then we will honor our community values about quality teachers.

INITIATIVE 1

*High Quality,
Relevant
Professional
Development*

ACTION STEPS

TIMELINE

Create/locate a professional development needs assessment which addresses content, instructional strategies and technology.

**Summer
2018-19**

Administer professional development needs assessment survey.

**Fall
2018-19**

Analyze the professional development needs assessment survey.

**Fall
2018-19**

Relay professional development needs assessment results to professional development committee/director of professional development/district and site administration.

**Spring
2018-19**

Develop a formal district/site/content specific professional development plan from the findings of the needs assessment.

2019-20

Provide teachers a list of available professional development opportunities .

2019-20

Each teacher will complete a minimum of 5 hours of professional development throughout the school year that is aligned to the teachers Professional Learning Focus as developed through the Teacher Leader Effectiveness (TLE) system. (<http://sde.ok.gov/sde/professional-learning-focus>).

2020-21

Develop a professional development reflection survey for teachers.

**Spring
2020-21**

Teachers will complete a professional development reflection survey to determine effectiveness of professional development.

**Spring
2020-21**

Make adjustments according to PD reflection survey.

**Summer
2021-22**

PERFORMANCE MEASURE(S)

- By 2023, 98% of teachers will score as "effective", "highly effective", or "superior", according to the average TLE evaluation score.
- By 2023, 70% of teachers will be proficient in using the technological systems available at their school site based on a yearly technology needs survey.
- By 2023, the average TLE evaluation score for Domain 10 Instructional Effectiveness-Explains Content (teacher teaches the objectives through a variety of methods) will be a 3.75

GOAL AREA #2

TEACHER QUALITY AND EFFECTIVENESS

OBJECTIVE 2

Recruit high quality teachers

RATIONALE

If Anadarko Public Schools recruits high quality teachers then we will honor what our community values about innovative teaching.

INITIATIVE 1

Comprehensive Recruitment Plan

ACTION STEPS

TIMELINE

Develop partnerships with education programs at universities.

Fall
2018-19

Identify district and community highlight areas for informational brochure.

Fall
2018-19

Create informational brochure for potential teachers.

Winter
2018-19

Create video for teacher recruitment .

Winter
2018-19

Promote job vacancies through a variety of social media platforms .

Spring
2018-19

Attend job fairs at various universities.

Spring
2018-19

Explore offering sign-on bonuses and incentives.

Spring
2018-19

Propose sign-on bonuses and incentives.

Summer
2019-20

Explore different calendar options to mirror districts close in proximity to Anadarko.

Fall
2018-19

Propose possible calendar options based on committee findings.

Winter
2019-20

PERFORMANCE MEASURE(S)

- By 2023,an average of ___ certified teacher applications will be received per job opening will be received in Anadarko Public Schools based on the Recruit & Hire.
- By 2023, ___ job fairs will be attended by Anadarko Public School leaders and teachers.

GOAL AREA #2

TEACHER QUALITY AND EFFECTIVENESS

OBJECTIVE 3

Retain high quality teachers

RATIONALE

If Anadarko Public schools retains high quality teachers then we will honor what our community values about innovative teaching.

INITIATIVE 1

Career Teacher Incentive Program

ACTION STEPS

TIMELINE

Form a research committee (with representatives from each school, teachers, and leaders) to:

- Research financial incentives.
- Examine 4 year, 7 year, and 10 year teachers attaining "effective" or higher on the Teacher Leader Effectiveness (TLE) evaluation.
- Research and/or develop an exit survey for all certified teachers leaving the district.

Fall
2018-19

Analyze data found by research committee.

Winter
2018-19

Use research data to implement financial incentive schedule for teachers moving from probationary to career status (4 years).

Summer
2019-20

Use research data to implement a financial incentive schedule for teachers that have 7 years of experience with an "effective" or higher rating on the TLE .

Summer
2019-20

Use research data to implement a financial incentive schedule for teachers that have 10 years of experience with an "effective" or higher rating on the TLE .

Summer
2019-20

Administer annual exit survey to teachers leaving the district.

Spring
2018-19

PERFORMANCE MEASURE(S)

- By 2023, the average years of teaching for teachers in Anadarko will increase to ten years based on Trendz personnel software.
- By 2023, the percentage of teachers that voluntarily leave will decrease to ___% according exit surveys.

GOAL AREA #2

TEACHER QUALITY AND EFFECTIVENESS

OBJECTIVE 3

Retain high quality teachers

RATIONALE

If Anadarko Public Schools retains high quality teachers then we will honor what our community values about innovative teaching.

INITIATIVE 2

Teacher Mentoring Program

ACTION STEPS

TIMELINE

Research and purchase or develop mentorship training curriculum.

Spring
2018-19

Create mentor teacher accountability form.

Summer
2019-20

Develop and implement 3-year mentorship incentive schedule.

- Year 1 mentorship incentive \$250
- Year 2 mentorship incentive \$500 for retaining mentee at "effective" in all areas
- Year 3 mentorship incentive \$1,000 for retaining mentee at "effective" in all areas

Spring
2018-19

Identify mentor teachers within each building.

Summer
2019-20

Provide professional development to identified mentor teachers.

Summer
2019-20

Create and administer bi-annual survey for mentees to address effectiveness.

Winter/Spring
2019-20

Analyze survey data.

Spring
2019-20

Monitor and adjust mentorship program based on survey data.

Summer
2020-21

PERFORMANCE MEASURE(S)

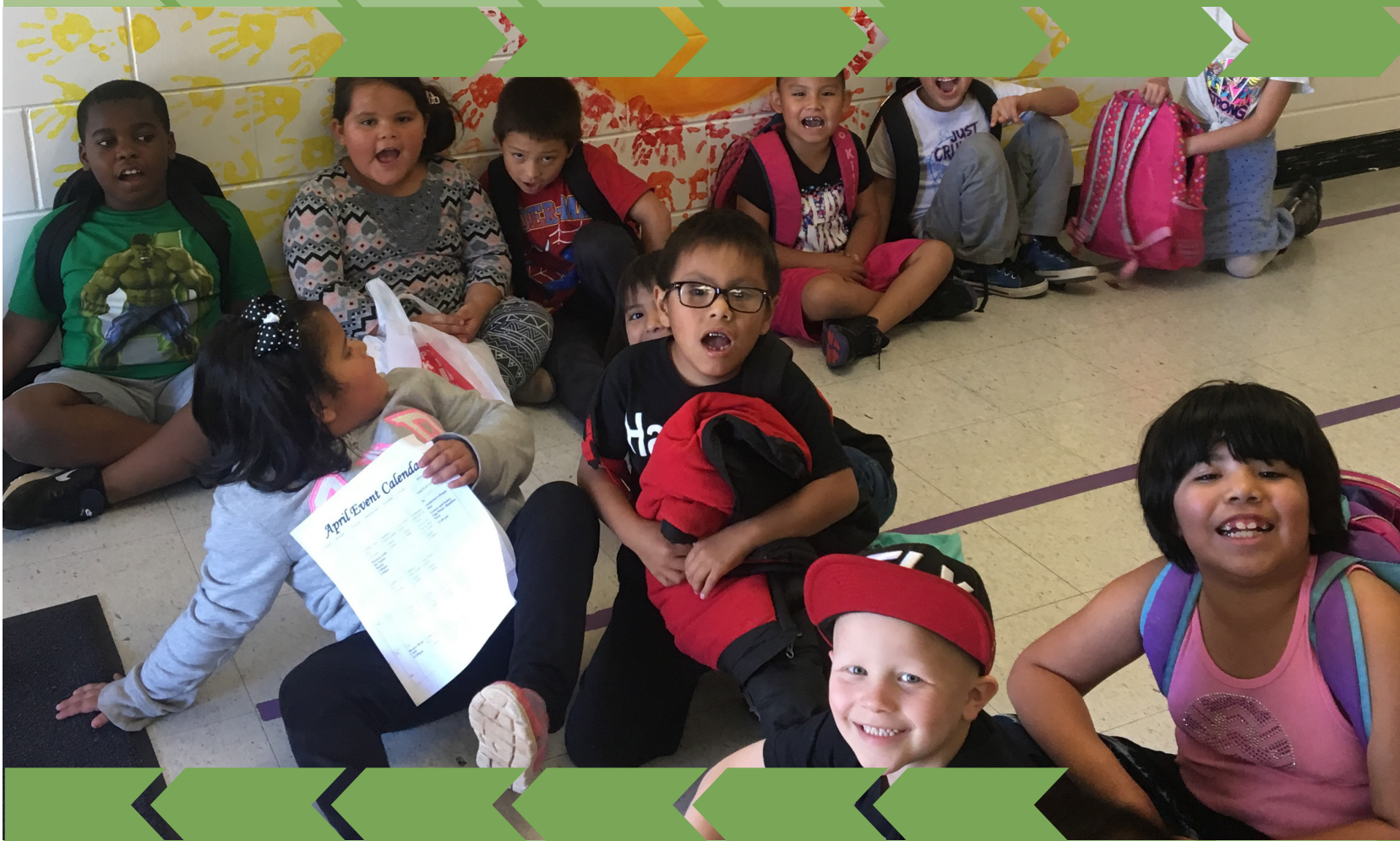
- By 2023, the average years of teaching for teachers in Anadarko will increase to ten years based on Trendz personnel software.

GOAL AREA #2

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

TEACHER QUALITY AND EFFECTIVENESS

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	18-19	19-20	20-21	21-22	22-23
Improve teacher quality and effectiveness	By 2023, 98% of teachers will score as “effective”, “highly effective”, or “superior” according to the average Teacher Leader Effectiveness (TLE) evaluation score.	94.2%	94.9%	95.8%	96.7%	97.6%	98%
	By 2023, the average TLE evaluation score for on Domain 10 Instructional Effectiveness-Explains Content (teacher teaches the objectives through a variety of methods) will be 3.75.	3.48	3.55	3.6	3.68	3.71	3.75
	By 2023, 70% of teachers will be proficient using technological systems available at their school site based on a yearly Technology Needs Survey.	51.8%	55.4%	59.2%	62.8%	66.4%	70%
Recruit high quality teachers	By 2023,an average of ____ certified teacher applications will be received per job opening will be received in Anadarko Public Schools based on the Recruit & Hire.	TBD	TBD	TBD	TBD	TBD	TBD
	By 2023, ____job fairs will be attended by Anadarko Public School leaders and/or teachers.	TBD	TBD	TBD	TBD	TBD	TBD
Retain high quality teachers.	By 2023, the average years of teaching for teachers in Anadarko will increase to 10yrs based on Trendz personnel software.	8.6 YEARS	8.9	9.25	9.6	9.9	10 YEARS
	By 2023, the percentage of teachers that voluntarily leave will drop to ____% according exit surveys.	TBD	TBD	TBD	TBD	TBD	TBD



GOAL AREA #3

SUPPORT SYSTEMS

GOAL AREA #3

SUPPORT SYSTEMS

OBJECTIVE 1

Increase program opportunities

RATIONALE

If Anadarko Public Schools ensure the district budget reflects the goals of the strategic plan then we will honor the community's value in maintaining adequate finances.

INITIATIVE 1

Gifted and Talented (GT) Programs

ACTION STEPS

TIMELINE

Research GT programs.

Fall
2018-19

Review goals and objectives of current GT programs.

Fall
2018-19

Determine program needs at each site.

2019-20

Research the identification of Category 1 and Category 2 GT students.

Fall
2018-19

Annually identify students at each site.

Fall
2018-19

Provide professional development for teachers on differentiated instruction for gifted students.

2019-20

Implement site-specific GT programs at every district school.

2020-21

PERFORMANCE MEASURE(S)

- *By 2023, 100% of school sites will offer Gifted and Talented programs according to the Anadarko Student Program Guide.*

GOAL AREA #3

SUPPORT SYSTEMS

OBJECTIVE 1

Increase program opportunities

RATIONALE

If Anadarko Public Schools ensure the district budget reflects the goals of the strategic plan then we will honor the community's value in maintaining adequate finances.

INITIATIVE 2

Character and Leadership Development

ACTION STEPS

TIMELINE

Continue to implement existing leadership opportunities provided by clubs/organizations.

2019-20

Identify existing leadership clubs/organizations at sites to determine goals and objectives for existing Anadarko Public Schools leadership clubs/organizations at each site.

2019-20

Research effective leadership clubs/organizations that align to determined goals and objectives.

2020-21

Develop leadership clubs/organizations for remaining sites that reflect Anadarko Public Schools goals and objectives.

2021-22

Provide training and resources for staff.

2021-22

Implement clubs/organizations.

2022-23

Monitor and adjust.

2022-23

Develop a training through assemblies/clubs/extracurricular programs district wide that will address comprehensive character education such as leadership, responsibility, and respect.

2021-22

Develop a district wide master schedule to ensure that all students can participate in character and leadership development

2022-23

PERFORMANCE MEASURE(S)

- By 2023, 100% of school sites will have a school-wide student leadership/character program according to the Anadarko Student Programs Guide.
- By 2023, 100% of graduating seniors will have successfully completed a Life Skills course.
- By 2023, the number of discipline referral for males in the category of disrespect will match the demographic number of males according to the student discipline spreadsheet.

GOAL AREA #3

SUPPORT SYSTEMS

OBJECTIVE 1

Increase program opportunities

RATIONALE

If Anadarko Public Schools ensure the district budget reflects the goals of the strategic plan then we will honor the community's value in maintaining adequate finances.

INITIATIVE 3

Student Clubs/ Organizations

ACTION STEPS

TIMELINE

Develop and administer a student interest inventory.

2019-20

Analyze data and develop a list of potential student clubs/organizations.

2020-21

Share the list of potential clubs/organizations with faculty and staff to recruit club sponsors.

2020-21

Recruit students to join clubs/organizations at each school site

- During the Back to School Expo each school site will provide representatives of clubs to educate incoming students.
- Set up information booths during lunch during first week of school.
- Post a list of all student clubs/organizations on the Anadarko Public Schools website.

2021-22

PERFORMANCE MEASURE(S)

- By 2023, 100% of Anadarko students will have an opportunity to participate in a leadership program according to the Anadarko Student Programs Guide.
- By 2023, there will be a minimum of 2 clubs offered at each school site according to the Anadarko Student Program Guide.

GOAL AREA #3

SUPPORT SYSTEMS

OBJECTIVE 2

Increase equitable access to technology

RATIONALE

If Anadarko Public Schools ensure teachers have access to technology required to be effective in the classroom we will honor what our community expects of student use of technology.

INITIATIVE 1

3-Year Technology Plan

ACTION STEPS

TIMELINE

Create district technology committee including stakeholders from district leadership, site teacher leaders, board of education, parents, and students.

**Winter
2018-19**

Create a technology vision statement from input gathered from the site principals.

**Winter
2018-19**

Develop a monthly meeting schedule.

**Winter
2018-19**

Create a three-year technology plan. The technology plan will address the following:

- District/site needs assessment
- Goals and objectives related to:
 - Classroom Use and instruction
 - Infrastructure
 - Hardware and software
 - Maintenance
 - Professional development
- Budget
- Inventory
- Implementation timeline
- Evaluation

2019-20

Present plan to board of education for approval .

2019-20

Implement the plan.

2020-21

Monitor and adjust.

2020-21

PERFORMANCE MEASURE(S)

- *By 2023, 100% of school sites will have technology needed to accommodate students' needs according to a teacher needs assessment.*

GOAL AREA #3

SUPPORT SYSTEMS

OBJECTIVE 3

Ensure fiscal responsibility

RATIONALE

If Anadarko Public Schools ensure the district budget reflects the goals of the strategic plan then we will honor the community's value in maintaining adequate finances.

INITIATIVE 1

Alternative Funding

ACTION STEPS

TIMELINE

Offer grant writing workshops based upon resources found at <http://www.okhighered.org/grant-ops/writing.shtml>

**Winter
2018-19**

Provide a list of available grants and timelines to all teachers.

**Winter
2018-19**

Submission of grant documentation to Support Systems Committee.

2019-20

PERFORMANCE MEASURE(S)

- By 2023, each school site will apply for a minimum of 2 grants yearly according to principal survey.

GOAL AREA #3

SUPPORT SYSTEMS

OBJECTIVE 4

Ensure fiscal responsibility

RATIONALE

If Anadarko Public Schools ensure the district budget reflects the goals of the strategic plan then we will honor the community's value in maintaining adequate finances.

INITIATIVE 1

Budget Alignment

ACTION STEPS

Develop an annual district budget that aligns to strategic plan goal area/objective expenditures.

Manage revenues and expenditures for strategic plan goals/objectives.

Ensure monthly oversight of strategic plan expenditures.

TIMELINE

**Winter
2018-19**

**Winter
2018-19**

2019-20

PERFORMANCE MEASURE(S)

- *By 2023, 100% of strategic plan goal areas/objectives will receive appropriate funding.*

GOAL AREA #3

SUPPORT SYSTEMS

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	18-19	19-20	20-21	21-22	22-23
Increase program opportunities	By 2023, 100% of school sites will have a school wide student leadership program according to the Anadarko Student Programs Guide.	0	25%	50%	60%	75%	100%
	By 2023, 100% of students will have an opportunity to participate in a leadership/ character program according to the Anadarko Student Programs Guide.	TBD	TBD	TBD	TBD	TBD	100%
	By 2023 100% of graduating seniors will have successfully completed a Life Skills course.	TBD	TBD	TBD	TBD	TBD	100%
	By 2023, 100% of school sites will offer Gifted and Talented programs according to the Anadarko Student Programs Guide.	0	25%	50%	75%	75%	100%
	By 2023, 100% of school sites will offer at least 2 student clubs according to the Anadarko Student Program Guide.	0	25%	25%	50%	75%	100%
	By 2023, the number of discipline referral for males in the category of disrespect will match the demographic number of males according to the student discipline spreadsheet.	TBD	TBD	TBD	TBD	TBD	TBD
Increase equitable access to technology	By 2023, 100% of school sites will have technology needed to accommodate students' needs according to a teacher needs assessment.	TBD	TBD	TBD	TBD	TBD	100%
Ensure fiscal responsibility	By 2023, 100% of strategic plan goal areas/ objectives will receive appropriate funding.	0	100%	100%	100%	100%	100%
	By 2023, 100% of school site will apply for 2 grants yearly according to principal survey.	TBD	25%	25%	50%	75%	100%



GOAL AREA #4

SCHOOL CULTURE AND ENVIRONMENT

GOAL AREA #4

SCHOOL CULTURE AND ENVIRONMENT

OBJECTIVE 1

Increase student attendance

RATIONALE

If Anadarko Public Schools increase awareness about detrimental effects of school absences then we will honor what our community expects of our students to exhibit life skills such as leadership, responsibility, and respect.

INITIATIVE 2

Student engagement

ACTION STEPS

TIMELINE

Provide targeted professional development during in-service, professional learning communities, peer to peer observation cycles, video study groups and individual coaching sessions incorporating AVID/WICOR strategies at all sites.

ongoing

Monitor implementation.

ongoing

Provide support and coaching by instructional coaches.

ongoing

Provide support and accountability by site principal walk-throughs and observation cycles.

ongoing

PERFORMANCE MEASURE(S)

- By 2023, all students will miss an average of 5 or less days per year according to attendance summary reports.
- By 2023 the number of discipline referrals for males will be less than or equal to the total number of males according to the student discipline spreadsheet.
- By 2023, the number of discipline referral for males in the category of disrespect will be less than or equal to the total number of males according to the student discipline spreadsheet.
- By 2023 student discipline referrals for tardies in the high school and middle school will be reduced to 10% of all referrals according to the student discipline spreadsheet.
- By 2023 teachers will score an average of 3.8 on a scale of 1-5 according to the district Teacher Leader Effectiveness (TLE) evaluation summary.

GOAL AREA #4

SCHOOL CULTURE AND ENVIRONMENT

OBJECTIVE 2

Increase cultural connections/awareness

RATIONALE

If Anadarko Public Schools increase cultural connections then we will honor what our community values about meeting the diverse needs of all students.

INITIATIVE 1

Culturally Responsive Curriculum

ACTION STEPS

TIMELINE

Create a cultural interest student survey.

2019-20

Locate resources that can provide cultural information to share with site leadership committees and teachers during PLC.

2019-20

Provide professional development on culturally responsive classroom curriculum/instruction.

2020-21

Develop engaging lesson plans or activities that provide cultural connections during PLC.

2021-22
2022-23

PERFORMANCE MEASURE(S)

- By 2023, the amount of discipline referrals for Native American students will be less than or equal to the Native American demographics of the district according to student discipline spreadsheet.
- By 2023, the amount of unexcused tardy referrals by males will be reduced to 20% according to the student discipline spreadsheet.



GOAL AREA #4

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

SCHOOL CULTURE AND ENVIRONMENT

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	18-19	19-20	20-21	21-22	22-23
Increase student attendance	By 2023, all students will miss an average of 5 or less days per year according to attendance summary reports.	10.4	9	8	7	6	5
	By 2023 the number of discipline referrals for males will be less than or equal to the total number of males according to the student discipline spreadsheet.	86%	TBD	TBD	TBD	TBD	TBD
	By 2023, the number of discipline referral for males in the category of disrespect will be less than or equal to the total number of males according to the student discipline spreadsheet.	77%	TBD	TBD	TBD	TBD	TBD
	By 2023 student discipline referrals for tardies in the high school and middle school will be reduced to 10% of all referrals according to the student discipline spreadsheet.	39%	30%	25%	20%	15%	10%
	By 2023 teachers will score an average of 3.8 on a scale of 1-5 according to the district Teacher Leader Effectiveness (TLE) evaluation summary.	3.34	3.4	3.5	3.6	3.7	3.8
Increase cultural connections/ awareness	By 2023, the amount of discipline referrals for Native American students will be less than or equal to the Native American demographics of the district according to student discipline spreadsheet.	TBD	TBD	TBD	TBD	TBD	TBD
	By 2023, the amount of unexcused tardy referrals by males will be reduced to 20% according to the discipline spreadsheet.	70%	60%	50%	40%	30%	20%



GOAL AREA #5

FAMILY, COMMUNITY, AND SCHOOL PARTNERSHIPS

GOAL AREA #5

FAMILY, COMMUNITY, AND SCHOOL PARTNERSHIPS

OBJECTIVE 1

Increase school/family partnerships

RATIONALE

If Anadarko Public Schools increase family partnerships with the school then we will honor what our community believes about the importance of family support and involvement.

INITIATIVE 1

Intentional Interactions

ACTION STEPS

TIMELINE

Create or locate a parent climate survey.

Spring
2018-19

Administer annual parent climate survey.

2019-20

Administer parent climate survey to all parents with an emphasis on Native American parent group.

2019-20

Analyze parent climate survey.

2019-20

Share findings with faculty.

2020-21

Form a committee to develop a parent interaction guide based on survey data and research for all staff positions.

2020-21

Provide professional development for faculty and staff.

2021-22

Continue to monitor and make adjustments.

2021-22

PERFORMANCE MEASURE(S)

- By 2023, 75% of the district families will agree or strongly agree that our schools value their input according to Continuous Strategic Improvement (CSI) survey data.
- By 2023, 80% of the district families will agree or strongly agree our schools provide opportunities for their input according to Continuous Strategic Improvement (CSI) survey data.
- By 2023, 70% of the district families agree or strongly agree our schools involve the community in decision making about school business according to Continuous Strategic Improvement (CSI) survey data.
- By 2023, 80% of the district families will agree or strongly agree our schools are meeting the academic needs of all students according to Continuous Strategic Improvement (CSI) survey data.
- By 2023, 75% of parents will attend parent/teacher conferences according to parent sign-in sheets.
- By 2023, parent volunteer hours will increase to __ according to district developed measurement tool.

GOAL AREA #5

FAMILY, COMMUNITY, AND SCHOOL PARTNERSHIPS

OBJECTIVE 2

Increase school/community partnerships

RATIONALE

If Anadarko Public Schools increase community partnerships with the school then we will honor what our community believes about the significance of collaboration.

INITIATIVE 1

Multicultural Partnerships

ACTION STEPS

TIMELINE

Create a list of contact people from a variety of cultural groups.

Fall
2018-19

Distribute contact list to site principals.

Winter
2018-19

Create a list of decision making committees within the district and at specific building sites.

Fall
2018-19

Invite contact people to be involved in various established committees throughout the district.

2018-19

Recognize contributions from groups.

2018-19
ongoing

Develop a community survey using questions 10-21 of CSI Community Survey.

2020-21

Administer community survey annually.

2021-22

Collect and analyze community survey data.

2021-22

Update list yearly and monitor based on data.

2019-20

PERFORMANCE MEASURE(S)

- By 2023, there will be 10 partnerships with local community/business organizations according to the district report.
- By 2023, 70% of respondents will agree or strongly agree that our schools' staff collaborate with local community members according to the Continuous Strategic Improvement Survey.
- By 2023, 70% of respondents will agree or strongly agree that our schools value their input according to the Continuous Strategic Improvement Survey.
- By 2023, there will be 1 ongoing partnership with each of the 7 represented tribes according to the Indian Education Director.
- By 2023, 70% of respondents will agree or strongly our schools involve the community in decision making about school business according to the Continuous Strategic Improvement Survey.

GOAL AREA #5

FAMILY, COMMUNITY, AND SCHOOL PARTNERSHIPS

OBJECTIVE 2

Increase school/community partnerships

RATIONALE

If Anadarko Public Schools increase community partnerships with the school then we will honor what our community believes about the significance of collaboration.

INITIATIVE 2

Reciprocal Partnerships

ACTION STEPS

TIMELINE

Create a list of local businesses with a description and current partnerships with school.

Fall
2018-19

Encourage faculty and staff to shop locally through district and building level promotions.

Ongoing

Provide incentives to faculty through monthly drawings from receipts received at local businesses.

2019-20

Personally acknowledge contributions from local businesses.

Ongoing

Create staff survey on shopping/business practices.

2020-21

Conduct survey with staff to establish the rate of local shopping/business.

2020-21

Collect and analyze data from staff survey.

2020-21

Share data with community.

2021-22

Continue Random Acts of Warrior Kindness (RAWK) program

- Individual sites RAWK business
- Individual sites RAWK each other
- Classes RAWK each other
- Departments RAWK each other
- Other

Ongoing

PERFORMANCE MEASURE(S)

- By 2023, there will be 10 partnerships with local community/business organizations according to the district report.
- By 2023, 70% of respondents will agree or strongly agree that our schools' staff collaborate with local community members according to the Continuous Strategic Improvement Survey.
- By 2023, 70% of respondents will agree or strongly agree that our schools value their input according to the Continuous Strategic Improvement Survey.

GOAL AREA #5

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

FAMILY, COMMUNITY, AND SCHOOL PARTNERSHIPS

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	18-19	19-20	20-21	21-22	22-23
Increase family/school partnerships	By 2023, 75% of the district families will agree or strongly agree that our schools value their input according to Continuous Strategic Improvement (CSI) survey data.	60%	63%	66%	69%	73%	75%
	By 2023, 80% of the district families will agree or strongly agree our schools provide opportunities for their input according to Continuous Strategic Improvement (CSI) survey data.	69.89%	72%	74%	76%	78%	80%
	By 2023, 70% of the district families agree or strongly agree our school involve the community in decision making about school business according to Continuous Strategic Improvement (CSI) survey data.	47.48%	52%	57%	62%	67%	70%
	By 2023, 80% of the district families will agree or strongly agree our schools are meeting the academic needs of all students according to Continuous Strategic Improvement (CSI) survey data.	62.44%	66%	70%	74%	78%	80%
	By 2023, 75% of parents will attend parent/teacher conferences according to parent sign in sheets.	64%	66%	68%	70%	72%	75%
	By 2023, parent volunteer hours will increase to __ according to district developed measurement tool.	TBD	TBD	TBD	TBD	TBD	TBD
	By 2023, 280 people will respond to the community survey according to district profile data	233	245	257	269	274	280
Increase family/school partnerships	By 2023, there will be 10 partnerships with local community/business organizations according to the district report.	3	3	4	5	6	7
	By 2023, 70% of respondents will agree or strongly agree that our schools' staff collaborate with local community members according to the Continuous Strategic Improvement Survey.	4	5	6	7	9	10
	By 2023, 70% of respondents will agree or strongly agree that our schools value their input according to the Continuous Strategic Improvement Survey.	60%	62%	64%	66%	68%	70%
	By 2023, there will be 1 ongoing partnership with each of the 7 represented tribes according to the Indian Education Director.	47.48%	52%	57%	62%	67%	70%
	By 2023, 70% of respondents will agree or strongly our schools involve the community in decision making about school business according to the Continuous Strategic Improvement Survey.	56.57%	59%	62%	65%	68%	70%

ACKNOWLEDGEMENTS

The Oklahoma State School Boards Association (OSSBA) and the K20 Center for Educational and Community Renewal recognizes the Anadarko Public School District, Board of Education, and site administrators in this endeavor to determine a path for continuous strategic improvement. Through this stakeholder-driven process, a five-year strategic plan, directly aligned to the community's learner expectations, core beliefs and core values, has been developed to provide guidance for Anadarko Public Schools' decision making and actions in the coming years. We also would like to acknowledge the dedication of the Planning Team and Action Team members who contributed their time, expertise, experience, and enthusiasm to the development of the Anadarko Public School District Strategic Plan. Their engagement in this process mirrors the community's investment in education and commitment to student achievement.

We appreciated the opportunity to work with the Anadarko Public School District.



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