

2022–2027

STRATEGIC PLAN



**CHICKASHA
PUBLIC SCHOOLS**



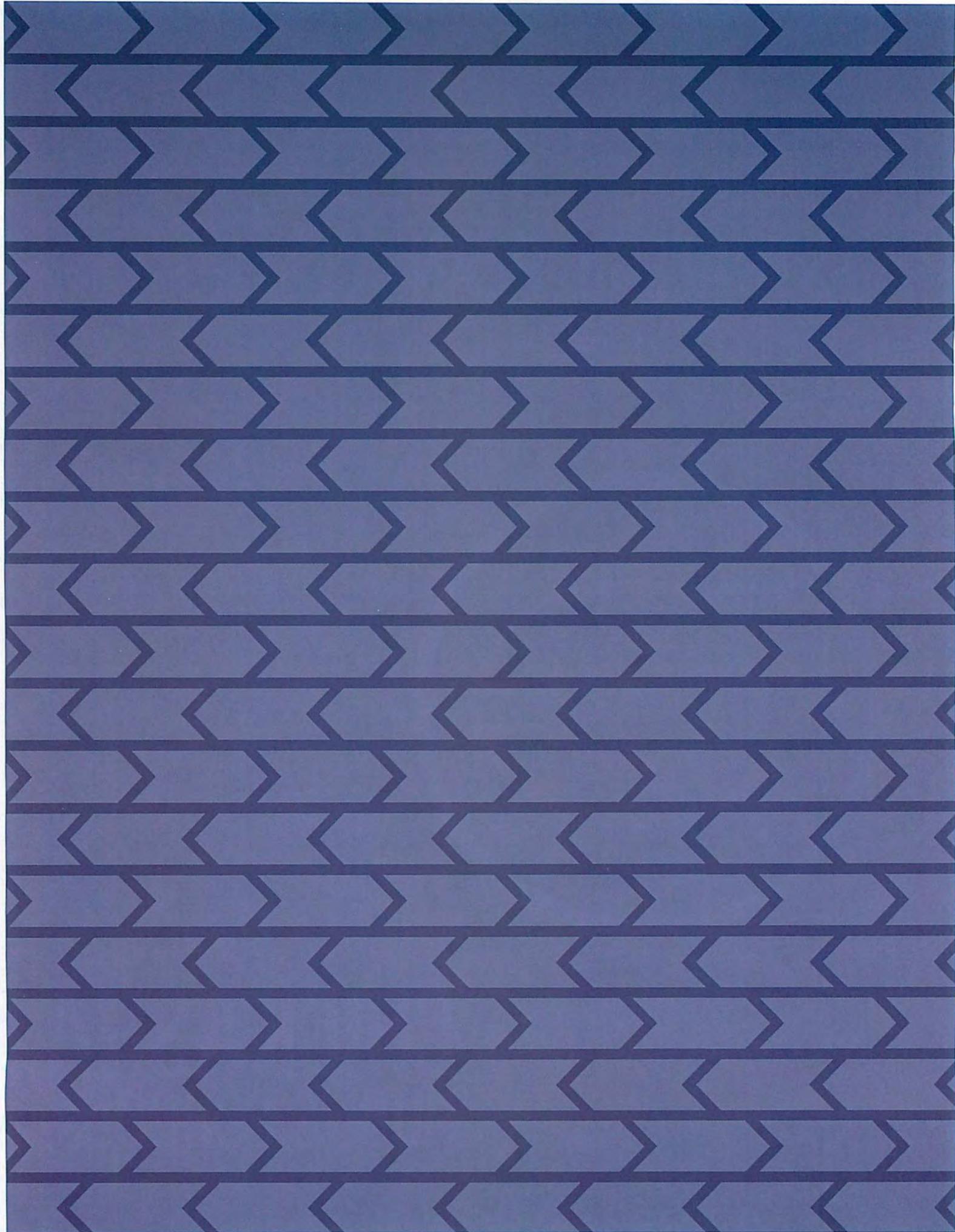


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Greetings. It is my privilege to present to our community the Continuous Strategic Improvement Plan for Chickasha Public Schools. This plan was developed through the collaborative efforts of students, parents, civic and business leaders, administrators, teachers, and patrons over several months of meetings and discussions. This plan represents the goals and action steps that our district will focus on for the next five years and beyond.

We are proud to be the school district for this great community. The collaboration on this plan has helped in envisioning the future of our district and the roadmap of how we will work to accomplish our goals. By working together, we have developed a vision, a mission, focus areas, objectives, and action steps to continue moving forward in offering education excellence for every student.

I am very grateful for all of the time, energy, and hard work by the community committee that developed this plan. Their commitment to and passion for our district are greatly appreciated. I ask that you join us in ensuring that our plan is successful and meaningful in our district and community.

Always a FIGHTIN' CHICK!

Rick Croslin
Superintendent

BOARD OF EDUCATION

Robyn Morse
President

Laurie Allen
1st Vice President

Cara Gerdes
2nd Vice President

Christy Clift
Member

Zack McGill
Member



STRATEGIC PLANNING TEAM MEMBERS



#Resources

- Brock Barr
- Jamie Bowman
- Bethany Goble
- Joe Molder
- Dau Hong Lim
- Cody Welchons
- John Smith



#Culture and Community

- Lavon Blalock
- Jim Cowan
- Michael Butler
- Susan Gearhart
- Trenten Rippey
- Alicia Spain
- Brian Gerdes
- Dr. Ashanti-Alexander



#Student Achievement

- Tori Weber
- Allyson Gerstner
- Barbara Pfenning
- Milton Bowens
- James Finck
- Angela Lewis

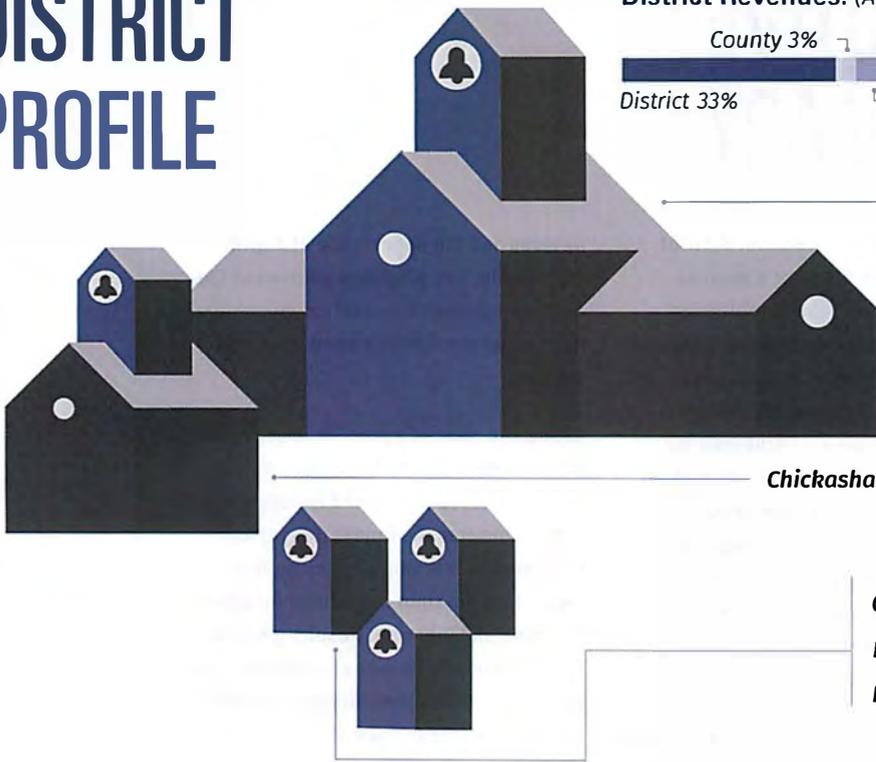


#Personnel

- Donya Charlson
- Cassidy Edwards
- Chris Mosley
- Jaedyn Brown-Adams
- Summer McClure
- Bruce Storms
- Gabrielle Shepard
- Ashley Rayburn

DISTRICT PROFILE

District Revenues: (All Funds)



Chickasha High School (9-12)

Chickasha Middle School (7-8)

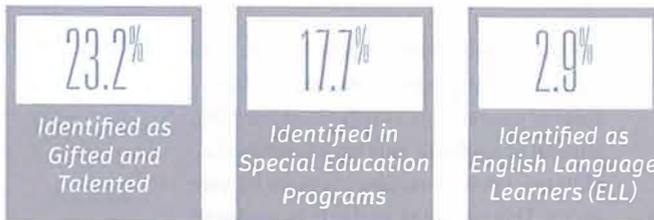
Grand Avenue Elementary School (2-4)

Lincoln Elementary School (5-6)

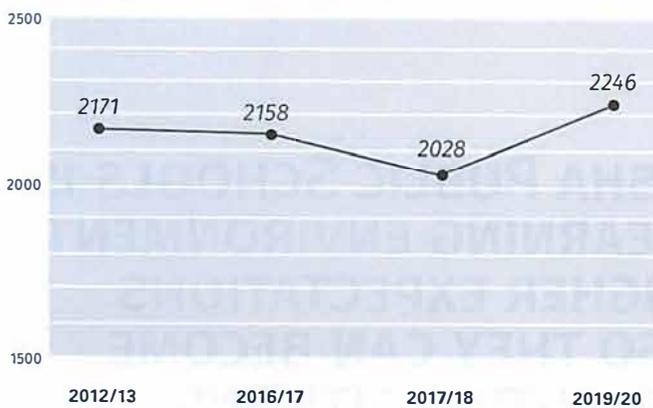
Bill Wallace Early Childhood Center (EC-1)



(14.1% with advanced degrees, 13.5 average years teaching experience)



Average Enrollment Trends:



Student Population:

Asian/Pacific Islander (1.5%)

Hispanic (13.8%)

Caucasian (52.6%)

Native American (9.1%)

Black (8.3%)

Two or more races (10.8%)

EXECUTIVE SUMMARY

The Chickasha Public School District is committed to creating a positive learning environment and establishing high expectations to mold students into productive and contributing citizens. Chickasha Public Schools' 2022-2027 Strategic Plan stands as a blueprint for district transformation and change. After a yearlong journey of collaborative and transparent planning and development, the district now holds a comprehensive five-year plan for continuous improvement driven by data and stakeholder participation.

This plan emphasizes improved learning and strengthened college and career readiness for all students. To accomplish this, the district will vertically and horizontally align curricula and will implement the Individual Career Academic Plan (ICAP) with fidelity to help students prepare for advanced postsecondary academics and fulfilling careers.

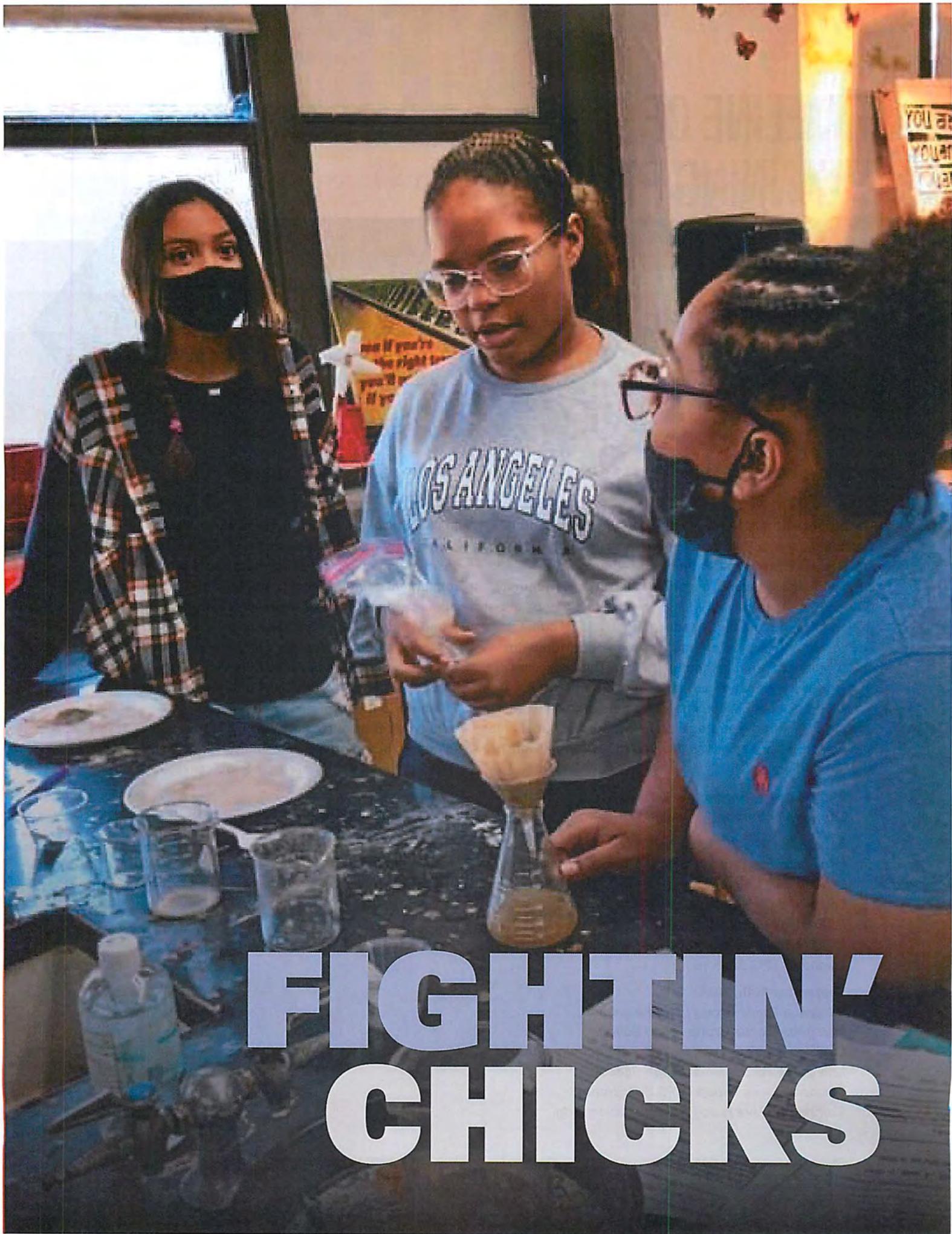
Another tenet of the strategic plan stresses the importance of recruiting, developing, and retaining high-quality staff. Also recognized, however, is the need for additional resources, including the formal districtwide development and implementation of a facilities plan, a transportation plan, and a technology plan. Crucially, this technology plan involves not only acquiring and maintaining devices, but also training students on using those

devices and the importance of digital citizenship. The plan also addresses the need to maintain financial resources and does so by considering bond issues as needed.

Lastly, the district's plan for improvement stresses the value of its culture and community. A positive and healthy school culture creates the foundation for a high-quality learning environment and engenders the right conditions for effective teaching and learning. Results gathered from community forums and online surveys reflect that the community mirrors this belief in the importance of a respectful and nurturing environment as well as the value of family support and involvement. The plan supports this by scaffolding the districtwide development of a volunteer engagement program, a consistent discipline plan, and a formal program to recognize outstanding staff, students, family members, community members, and businesses. These initiatives and action steps will be continually monitored, and the Board of Education will be regularly updated.

Ultimately, this strategic plan incorporates a number of strategies to ensure students meet or exceed high standards of learning, mindful of students' varying backgrounds, abilities, ethnicities, languages, or income levels. This positions students to graduate on time and be college and career-ready.

THE MISSION OF CHICKASHA PUBLIC SCHOOLS IS TO CREATE A POSITIVE LEARNING ENVIRONMENT THAT ESTABLISHES HIGHER EXPECTATIONS WITH ALL STUDENTS SO THEY CAN BECOME PRODUCTIVE, CONTRIBUTING CITIZENS.



FIGHTIN' CHICKS

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.

- **August 2nd – September 24th, 2021**
Community Survey
- **September 8th, 2021**
Principals, bus drivers, central office | Chickasha Public Schools (CPS) Boardroom
Combined Civic Groups’ Luncheon | Canadian Valley Technology Center (CVTC), Chickasha
Child Nutrition & Maintenance | CPS Boardroom
Teachers | CPS Boardroom
- **September 20th, 2021**
8th grade Focus Group | Middle School
10th grade Focus Group | High School
Coaches Focus Group | High School Activity Center
12th grade Focus Group | High School
Teachers’ Focus Group | CPS Boardroom
Community/Live Feed | Administration Bldg.

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 membership comprised of district leaders, school administrators, teachers, 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.

- **November 10th, 2021**
CVTC
- **November 11th, 2021**
CVTC



**“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, Measurable, 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 avoid placing too many initiatives in any one year, to avoid overloading any responsible person, and to avoid creating a burden on the budget in any one year.

- **January 20th, 2022**
County Fairgrounds
- **January 21st, 2022**
County Fairgrounds
- **March 9th, 2022**
CPS Boardroom



“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, which will support the implementation of the district’s strategic plan. An accountability flow chart is developed and shared.

- **May 9th, 2022**
Board Approval
- **May 13th, 2022**
Achieve/Development of Year One 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**

Chickasha Public Schools expects the graduates of 2031 to possess...

- Life Skills
- Effective Communication Skills
- Mastery of Core Content
- Critical Thinking Skills
- Organization, Goal-Setting, and Time Management Skills
- College and Career Readiness Skills
- Financial Skills
- Conflict Resolution Skills

These expectations combined with opportunities to use technology and locate and use information will prepare Chickasha graduates to be productive citizens.

**Core
Beliefs**

Chickasha Public Schools believes that, to realize expectations for graduates, teaching and learning should provide...

- Family Support
- Relevant Content
- Collaboration
- Mastery of Basic Skills
- Creativity and Innovation
- Counseling
- Community Service
- Education on Postsecondary Opportunities
- Community Support
- Opportunities to Locate, Evaluate, and Use Information
- Insight on Student Strengths and Weaknesses
- New Chances for Student Leadership

This type of teaching and learning, along with opportunities for remediation, will create enriching experiences with engaging, hands-on activities and authentic student use of technology.

**Core
Values**

In order to ensure quality teaching and learning, Chickasha Public Schools values...

- A Respectful and Nurturing Environment
- Quality Teachers
- Quality Buildings and School Grounds
- Quality Programs
- Up-to-Date Technology
- School and Community Connections
- Strong Leadership
- Small Class Sizes
- Parental Involvement and Supportive Families
- School and Community Connections

By upholding these values, Chickasha Public Schools will create an environment for learning that provides adequate funding, competitive salaries for staff, and resources to meet the diverse needs of students.

STRATEGIC GOAL SUMMARY

GOAL AREA #1 #STUDENT ACHIEVEMENT

Objective 1: Increase student achievement in English language arts

» *Initiative 1: Districtwide horizontal and vertical alignment for English language arts*

Objective 2: Increase student achievement in math

» *Initiative 1: Districtwide horizontal and vertical alignment for math*

Objective 3: Increase student achievement in science

» *Initiative 1: Districtwide horizontal and vertical alignment for science*

Objective 4: Increase student participation in college and career readiness

» *Initiative 1: Individual Career Academic Plan (ICAP)*

GOAL AREA #2 #CULTURE AND COMMUNITY

Objective 1: Increase parent and community involvement at all sites

» *Initiative 1: Volunteer engagement program*

Objective 2: Implement consistent discipline procedures districtwide

» *Initiative 1: Districtwide discipline plan*

Objective 3: Implement districtwide program to positively recognize students, staff, and teachers

» *Initiative 1: Districtwide recognition program*



GOAL AREA #3

#PERSONNEL

Objective 1: Recruit and retain personnel

- » *Initiative 1: Employee support program*
- » *Initiative 2: Recruitment and retention incentives plan*

Objective 2: Develop and enhance personnel

- » *Initiative 1: Educator development*



GOAL AREA #4

#RESOURCES

Objective 1: Develop and implement a technology plan

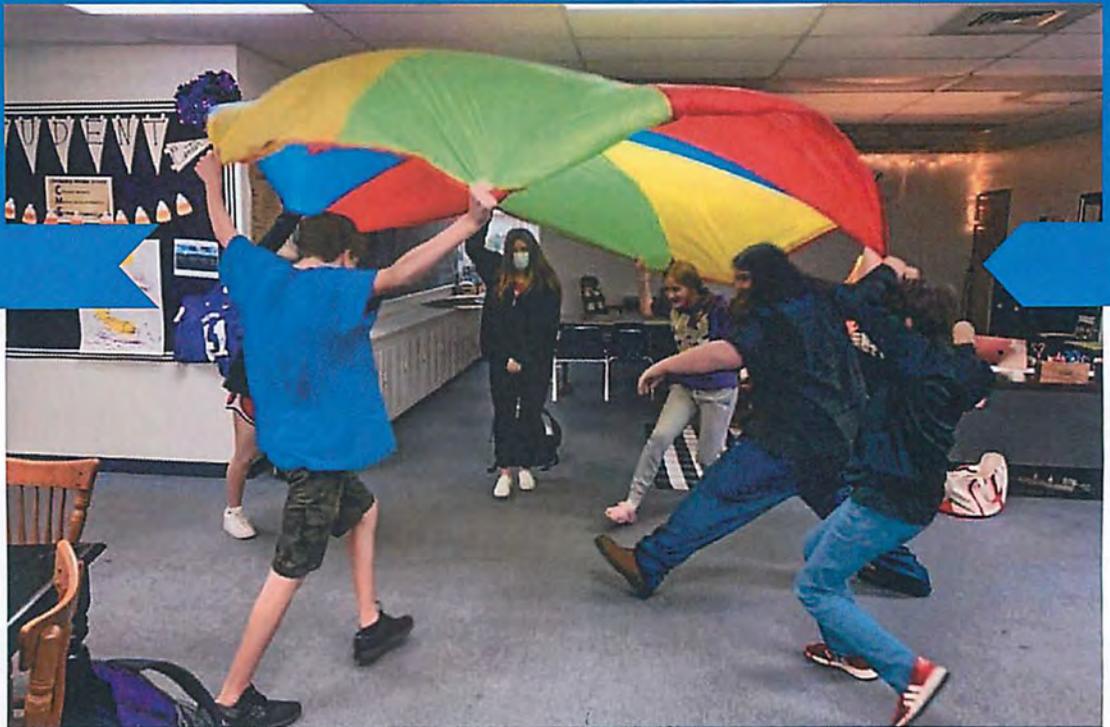
- » *Initiative 1: Long-term technology plan*
- » *Initiative 2: PK-12 technology education program*

Objective 2: Develop and facilitate an ongoing facilities and transportation plan

- » *Initiative 1: Facilities plan*
- » *Initiative 2: Transportation plan*

Objective 3: Maintain financial resources in relation to facilities, transportation, and technology

- » *Initiative 1: Bond issue*





GOAL AREA #1

#STUDENT ACHIEVEMENT

Objective 1: Increase student achievement in English language arts

» *Initiative 1: Districtwide horizontal and vertical alignment for English language arts*

Objective 2: Increase student achievement in math

» *Initiative 1: Districtwide horizontal and vertical alignment for math*

Objective 3: Increase student achievement in science

» *Initiative 1: Districtwide horizontal and vertical alignment for science*

Objective 4: Increase student participation in college and career readiness

» *Initiative 1: Individual Career Academic Plan (ICAP)*

GOAL AREA #1

#STUDENT ACHIEVEMENT

OBJECTIVE 1 Increase student achievement in English language arts

RATIONALE

If we increase student achievement in English language arts, we will honor our community's core values, beliefs, and expectations because our community values mastery of core content.

INITIATIVE 1

Districtwide horizontal and vertical alignment for English language arts

ACTION STEPS

TIMELINE

Conduct monthly meetings for elementary and secondary curriculum teams to discuss layout, process, and progress of vertical alignment. **2022-2023**

Create scope and sequence documents for each grade level and content area. **2022-2023**

Provide grade level and content standards-based training. **2022-2023**

Explore, analyze, and adopt grade and content-level-specific curriculum resources. **2022-2023**

Provide professional development on Language Essentials for Teachers of Reading and Spelling (LETRS) instructional practices. **2022-2023**

Implement Language Essentials for Teachers of Reading and Spelling (LETRS) instructional practices. **2022-2023**

Provide professional development on ACT instructional strategies. **2022-2023**

Implement ACT instructional strategies. **2022-2023**

Provide professional development on reading across the curriculum. **2023-2024**

Implement reading across the curriculum instructional strategies. **2023-2024**

GOAL AREA #1

#STUDENT ACHIEVEMENT

OBJECTIVE 2 Increase student achievement in math

RATIONALE

If we increase student achievement in math, we will honor our community's core values, beliefs, and expectations because our community values mastery of core content.

INITIATIVE 1

Districtwide horizontal and vertical alignment for math

ACTION STEPS

TIMELINE

Conduct monthly meetings for elementary and secondary curriculum teams to discuss layout, process, and progress of vertical alignment.	2022-2023
Create scope and sequence documents for each grade level and content area.	2022-2023
Provide grade level and content standards-based training.	2022-2023
Explore, analyze, and adopt grade and content-level-specific curriculum resources.	2023-2024
Analyze student data to determine an appropriate Response to Intervention.	2022-2023
Provide professional development on ACT instructional strategies.	2022-2023
Implement ACT instructional strategies.	2023-2024

GOAL AREA #1

#STUDENT ACHIEVEMENT

OBJECTIVE 3 Increase student achievement in science

RATIONALE

If we increase student achievement in science, we will honor our community's core values, beliefs, and expectations because our community values mastery of core content.

INITIATIVE 1

Districtwide horizontal and vertical alignment for science

ACTION STEPS

TIMELINE

Conduct monthly meetings for elementary and secondary curriculum teams to discuss layout, process, and progress of vertical alignment.	2022-2023
Create scope and sequence documents for each grade level and content area.	2022-2023
Provide grade level and content standards-based training.	2022-2023
Explore, analyze, and adopt grade and content-level-specific curriculum resources.	2022-2023
Analyze student data to determine an appropriate Response to Intervention.	2022-2023
Design and effectively communicate the availability of appropriate courses to students.	2022-2023

GOAL AREA #1

#STUDENT ACHIEVEMENT

OBJECTIVE 4 Increase student participation in college and career readiness

RATIONALE

If we increase student participation in college and career readiness, we will honor our community's core values, beliefs, and expectations because our community values college and career readiness skills and education about postsecondary education opportunities.

INITIATIVE 1

Individual Career Academic Plan (ICAP)

ACTION STEPS

TIMELINE

Implement the ICAP program with fidelity.	2022-2023
Inform parents of the ICAP program through: <ul style="list-style-type: none"> • Parent information nights • Website • Information flyers or brochures • Social media campaign • Parent-teacher conferences 	2022-2023
Inform students about honors, Advanced Placement (AP), and concurrent classes through individual or group conferences and grade level meetings.	2022-2023
Provide professional development to all district administrators and teachers on the ICAP process and product.	2022-2023
Inform students of all college and career electives and core courses through: <ul style="list-style-type: none"> • 7th and 8th grade "What Ya Want To Do Wednesdays" 16-week career exploration program • 9th grade course/elective fair • Course description booklet • Spring enrollment with counselors • Highlight video (updated as needed) • ICAP 6th-12th 	2022-2023
Recruit local businesses to provide internships for students.	2022-2023
Match students and businesses for internships.	2022-2023

Provide at least one new college and career activity for high school and middle school students, such as:

- Career fair
- Onsite college visit
- Transitions orientation
- Job shadow
- Mock interview
- Career tech visit

2022-2023

Provide at least one college and career awareness activity for elementary students per semester, such as:

- College t-shirt day
- Virtual field trip
- Bulletin board
- Lessons focused on career-related content

2022-2023

GOAL AREA #1

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

#STUDENT ACHIEVEMENT

OBJECTIVES

PERFORMANCE MEASURES	BASELINE	23-24	24-25	25-26	26-27
By the end of the 2027 school year, TBD% of 3rd grade students will score at or above proficient on the Oklahoma School Testing Program (OSTP) English language arts (ELA) exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 4th grade students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 5th grade students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 6th grade students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 7th grade students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 8th grade students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 3rd grade IEP students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 4th grade IEP students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 5th grade IEP students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 6th grade IEP students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 7th grade IEP students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 8th grade IEP students will score at or above proficient on the OSTP ELA exam.	TBD%	TBD%	TBD%	TBD%	TBD%

Increase overall student achievement in English language arts

OBJECTIVES

PERFORMANCE MEASURES

BASELINE 23-24 24-25 25-26 26-27

Increase student achievement in math

By the end of the 2027 school year, TBD% of 3rd grade students will score at or above proficient on the Oklahoma School Testing Program (OSTP) math exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 4th grade students will score at or above proficient on the OSTP math exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 5th grade students will score at or above proficient on the OSTP math exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 6th grade students will score at or above proficient on the OSTP math exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 7th grade students will score at or above proficient on the OSTP math exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 8th grade students will score at or above proficient on the OSTP math test.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 6th grade IEP students will score at or above proficient on the OSTP math exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 7th grade IEP students will score at or above proficient on the OSTP math exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 8th grade IEP students will score at or above proficient on the OSTP math exam.	TBD%	TBD%	TBD%	TBD%	TBD%

OBJECTIVES

Increase student achievement in science

PERFORMANCE MEASURES	BASELINE	23-24	24-25	25-26	26-27
By the end of the 2027 school year, TBD% of 5th grade students will score at or above proficient on the OSTP science exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 8th grade students will score at or above proficient on the OSTP science exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 5th grade IEP students will score at or above proficient on the OSTP science exam.	TBD%	TBD%	TBD%	TBD%	TBD%
By the end of the 2027 school year, TBD% of 8th grade IEP students will score at or above proficient on the OSTP science exam.	TBD%	TBD%	TBD%	TBD%	TBD%

OBJECTIVES

PERFORMANCE MEASURES

BASELINE 22-23 23-24 24-25 25-26 26-27

Increase student participation in college and career readiness

<i>By the end of the 2027 school year, the ACT Composite average score will be 21 according to ACT College Readiness Letter.</i>	18	18	19	19	20	21
<i>By the end of the 2027 school year, a minimum of 100 students will be enrolled in AP courses according to the Advanced Placement (AP) school summary data.</i>	86	86	90	93	96	100
<i>By the end of the 2027 school year, a minimum of 15 students will score 3+ on AP exams according to the AP school summary data.</i>	5	5	7	10	12	15
<i>By the end of the 2027 school year, a minimum of 9 AP courses will be offered according to the AP school summary data.</i>	6	6	7	8	8	9
<i>By the end of the 2027 school year, a minimum of 45 students will participate in concurrent enrollment according to district demographic data.</i>	33	33	36	39	42	45
<i>By the end of the 2027 school year, a minimum of 225 students will be enrolled in career tech programs (AgEd or Canadian Valley Technology Center) according to district data.</i>	191	191	199	207	215	225
<i>By the end of 2027 school year, a minimum of 370 students will be enrolled in a career pathway program according to district enrollment data.</i>	310	310	335	350	360	370



GOAL AREA #2

#CULTURE AND COMMUNITY

Objective 1: Increase parent and community involvement at all sites

» Initiative 1: Volunteer engagement program

Objective 2: Implement consistent discipline procedures districtwide

» Initiative 1: Districtwide discipline plan

Objective 3: Implement districtwide positive student, staff, and teacher recognition program

» Initiative 1: Districtwide recognition program

GOAL AREA #2

#CULTURE AND COMMUNITY

OBJECTIVE 1

Increase parent and community involvement at all sites

RATIONALE

If we increase parent and community involvement, we will honor our community's values, beliefs, and expectations because our community values school and community connections.

INITIATIVE 1

Volunteer engagement program

ACTION STEPS

TIMELINE

Create a volunteer engagement committee composed of community stakeholders, key parents, school counselors, and administrators.	2022-2023
Develop and implement a survey for teachers and staff to determine potential volunteer needs and opportunities.	2023-2024
Analyze data and create a volunteer engagement packet outlining volunteer opportunities within the district.	2023-2024
Include the volunteer engagement packet with student enrollment forms.	2023-2024
Publicize volunteer opportunities with the volunteer engagement packet.	2024-2025
Match volunteers to school sites.	2024-2025
Implement a program to recognize volunteers at the district level.	2024-2025
Develop and implement a common process for recording volunteer hours and attendance at parent-teacher conferences.	2024-2025

GOAL AREA #2

#CULTURE AND COMMUNITY

OBJECTIVE 2

Increase school and community communication

RATIONALE

If we increase school and community communication, we will honor our community's values, beliefs, and expectations because our community values family and community support.

INITIATIVE 1

Districtwide discipline plan

ACTION STEPS

TIMELINE

Develop a district discipline plan consistent with the measures established among sites participating in the OK Transform grant. Give consideration to the following as they relate to research and rationale:

- Common behaviors
- Developmentally appropriate consequences
- Rewards and incentives

2022-2023

Develop site-based discipline plans aligned with the district discipline plan. Plans should include:

- Common vocabulary
- Student expectations
- Common reporting and record-keeping processes

2022-2023

Provide professional development to all staff on district and site discipline plans.

2023-2024

Implement discipline plans.

2023-2024

Monitor plans and record tracking; adjust plans as needed.

2023-2024

GOAL AREA #2

#CULTURE AND COMMUNITY

OBJECTIVE 3

Implement districtwide program to positively recognize students, staff, and teachers

RATIONALE

If we implement a districtwide program to positively recognize students, staff, and teachers, we will honor our community's values, beliefs, and expectations because our community values a respectful and nurturing environment.

INITIATIVE 1

Districtwide recognition program

ACTION STEPS

TIMELINE

Determine criteria for district recognition of:

- Staff
- Students
- Parents/family
- Businesses/community

2023-2024

Build recognition dates and times into the school calendar.

2023-2024

Create measures for reporting individuals worthy of recognition.

2023-2024

Recruit community partners to recognize volunteers.

2023-2024

Recognize staff (not to replace the current teacher of the year program).

2023-2024

Recognize students.

2023-2024

GOAL AREA #2

#CULTURE AND COMMUNITY

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	22-23	23-24	24-25	25-26	26-27
Increase parent and community involvement at all sites	By the end of the 2027 school year, 100% of school sites will have a parent teacher organization (PTO) according to program data.	60%	60%	70%	80%	90%	100%
	By the end of the 2027 school year, 75% of parents will attend parent-teacher conferences based on the District Profile Report.	68%	68%	70%	72%	74%	75%
	By the end of the 2027 school year, 100% of school sites will offer a parent/caregiver recognition program according to program data.	0%	0%	40%	60%	80%	100%
	By the end of the 2027 school year, 100% of school sites will have at least 5 community partnerships according to program data.	80%	80%	80%	80%	100%	100%
	By the end of the 2027 school year, 75% of respondents will agree or strongly agree that our schools value their input according to the CSI Community Survey.	51%	51%	58%	63%	70%	75%
	By the end of the 2027 school year, 75% of respondents will agree or strongly agree our schools provide opportunities for their input according to the CSI Community Survey.	60%	60%	67%	70%	73%	75%
	By the end of the 2027 school year, 80% of respondents will agree or strongly agree that our schools regularly and effectively communicate according to the CSI Community Survey.	56%	56%	62%	68%	73%	80%
	By the end of the 2027 school year, 70% of respondents will agree or strongly agree that our schools involve the community in decision making according to the CSI Community Survey.	44%	44%	55%	60%	65%	70%
	By the end of the 2027 school year, 80% of respondents will agree or strongly agree that our school staff collaborates with local community members according to the CSI Community Survey.	52%	52%	65%	70%	75%	80%

OBJECTIVES

PERFORMANCE MEASURES

BASELINE 22-23 23-24 24-25 25-26 26-27

Implement consistent discipline procedures districtwide	By the end of the 2027 school year, no more than 10% of discipline referrals will occur as a result of classroom disruption according to the Student Discipline Data Sheet.	17%	17%	15%	13%	11%	10%
	By the end of the 2027 school year, no more than 25% of discipline referrals will be related to truancy according to the Student Discipline Data Sheet.	31%	31%	28%	27%	26%	25%
	By the end of the 2027 school year, there will be only 252 or less discipline referrals according to the Student Discipline Data Sheet.	507	507	410	315	280	252
	By the end of the 2027 school year, there will be only 1 suspension for every 150 students according to the District Profile Report.	1 per 92.1	1 per 105	1 per 120	1 per 130	1 per 145	1 per 150
	By 2025, 75% of respondents will agree or strongly agree that our schools are meeting the academic needs of all students according to a stakeholder survey.	43%	47%	56%	62%	70%	75%
	By 2025, 80% of respondents will agree or strongly agree that our schools are graduating students who are prepared for higher education or workforce according to the CSI Stakeholder survey.	52%	55%	62%	70%	75%	80%
	By 2025, 70% of respondents will agree or strongly agree that our schools have the resources required to meet the academic needs of every student according to the stakeholder survey.	37%	40%	45%	55%	65%	70%
Implement districtwide program to positively recognize students, staff, and teachers	By the end of the 2027 school year, 60% of sites will offer a student council according to program data.	40%	40%	40%	40%	60%	60%
	By the end of the 2027 school year, 100% of sites will recognize Staff of the Month according to program data.	40%	40%	60%	80%	80%	100%
	By the end of the 2027 school year, 100% of sites will recognize positive student behavior according to program data.	80%	80%	80%	80%	100%	100%
	By the end of the 2027 school year, 80% of sites will recognize a Student of the Month according to program data (maintenance performance measure).	80%	80%	80%	80%	80%	80%





GOAL AREA #3

#PERSONNEL

Objective 1: Recruit and retain personnel

- » *Initiative 1: Employee support program*
- » *Initiative 2: Recruitment and retention incentives plan*

Objective 2: Develop and enhance personnel

- » *Initiative 1: Educator development*

GOAL AREA #3

#PERSONNEL

OBJECTIVE 1

Recruit and retain personnel

RATIONALE

If we retain and recruit personnel, we will honor our community's values, beliefs, and expectations because our community values quality teachers.

INITIATIVE 1

Employee support program

ACTION STEPS

TIMELINE

Create a job description for a dedicated Director of Human Resources that includes an employee support program.

2022-2023

Investigate adding a staff position to HR to support an employee support program.

2022-2023

Develop a formal employee support program plan to support emergency certified personnel. The plan should include:

- Individual goals and objectives for each employee, based upon Oklahoma State Department of Education's specific requirements for certification.
- Quarterly meetings with the Human Resources (HR) director or district designee.
- Resources, which might include job shadowing or mentoring, instructional materials, and targeted professional development.
- Developing study sessions to assist in test preparation for certification tests.

2023-2024

Partner with Chickasha Public Schools (CPS) Foundation to ensure that teachers have the needed resources for their classrooms.

2022-2023

Create an exit survey for personnel leaving the district

2022-2023

Develop a mentoring program to support and assist with new teachers entering the district.

2022-2023

GOAL AREA #3

#PERSONNEL

OBJECTIVE 1

Recruit and retain personnel

RATIONALE

If we retain and recruit personnel, we will honor our community's values, beliefs, and expectations because our community values quality teachers.

INITIATIVE 2

Recruitment and retention incentives plan

ACTION STEPS

TIMELINE

Develop a committee to investigate a district daycare center. Research funding and facility options for a district daycare.	2022-2023
Develop and implement a daycare needs assessment.	2023-2024
Research funding and facility options for a district daycare.	2022-2023
Develop a business plan for a district daycare if supported by needs assessment and funding.	2022-2023
Explore community partnerships and donors to provide employee incentives such as gym memberships, gift certificates, mental health services, etc.	2023-2024
Research funding to continue mental health services to school personnel.	2023-2024
Create a longevity program to retain a personnel retention bonus. Investigate and implement personnel retention bonus programs.	2022-2023
Develop partnerships with universities to increase the number of student teachers in the district for the sake of student teacher, mentoring, and recruitment opportunities.	2022-2023

GOAL AREA #3

#PERSONNEL

OBJECTIVE 2 Develop and enhance personnel

RATIONALE

If we develop and enhance personnel, we will honor our community's values, beliefs, and expectations because our community values quality teachers.

INITIATIVE 1

Educator development

ACTION STEPS

TIMELINE

Provide professional development (PD) for the entire district for common understanding of the Teacher Leader Effectiveness (TLE) Model.

Focus on:

- Common training opportunities for teachers and administrators
- Establish consistent scoring protocols

2022-23

Establish and implement an annual survey for staff to provide input to the professional development (PD) committee to address PD needs.

2022-23

Analyze survey results and share with district and school administrators.

2022-23

Use survey results and individual teachers' professional learning focus to provide individual and site-based PD.

2023-2024

Provide professional development for teachers in:

- Professional Learning Communities
- RTI (Response to Initiative)
- Integrating technology authentically

2023-2024

GOAL AREA #3

#PERSONNEL

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	22-23	23-24	24-25	25-26	26-27
Recruit and retain personnel	By the end of the 2027 school year, the attrition rate will be 8% or less for a running three-year average according to staff demographics.	15%	15%	12%	10%	9%	8%
	By the end of the 2027 school year, a maximum of 20% of total certified staff will be alternative or emergency certified according to staff demographics.	20%	20%	20%	20%	20%	20%
	By the end of the 2027 school year, there will be a 100% completion rate for emergency certified teachers becoming fully certified within 24 months of their employment according to staff demographics.	TBD	TBD	TBD	TBD	TBD	100%
Develop and enhance personnel	By the end of the 2027 school year, 55% of teachers will score as "highly effective" on Teacher Leader Effectiveness (TLE) indicators 7-16 instructional effectiveness according to the Ratings of Indicators Report.	39-50%	39-50%	52%	53%	54%	55%
	By the end of the 2027 school year, 100% of sites will have professional development on instructional strategies according to program data.	60%	60%	60%	80%	80%	100%
	By the end of the 2027 school year, 100% of all certified staff members will participate in and complete programs and opportunities developed for support according to program data.	TBD	TBD	TBD	TBD	TBD	100%



GOAL AREA #4

#RESOURCES

Objective 1: Develop and implement a technology plan

- » *Initiative 1: Long-term technology plan*
- » *Initiative 2: PK-12 technology education program*

Objective 2: Develop and facilitate an ongoing facilities and transportation plan

- » *Initiative 1: Facilities plan*
- » *Initiative 2: Transportation plan*

Objective 3: Maintain financial resources in relation to facilities, transportation, and technology

- » *Initiative 1: Bond issue*

GOAL AREA #4

#RESOURCES

OBJECTIVE 1 Develop and implement a technology plan

RATIONALE

If we develop and implement a technology plan, we will honor our community's values, beliefs, and expectations because our community values up-to-date technology.

INITIATIVE 1

*Long-term
technology plan*

ACTION STEPS

TIMELINE

Conduct an inventory assessment.

2022-2023

Create a technology team that will:

- Promote tech personnel vacancies
- Determine regular meeting times
- Publicize and share the technology plan with students, parents, and the community

2022-2023

Define the role and purpose of the technology team.

2022-2023

Develop a district technology vision.

2022-2023

Develop a long-range plan based on phasing out technology devices more than 5 years old.

2022-2023

Prioritize a list of the most needed technology devices and equipment then determine a budget.

2022-2023

Research and access funding for the purpose of implementing a plan.

Funding sources could include:

- Bonds
- Grants
- Solicitation of alumni
- District funding

2022-2023

Implement a 1:1 initiative plan.

Phase 1

- 1 technology device for each K-4th grade student

Phase 2

- 1 technology device for each 5th-8th grade student

Phase 3

- 1 technology device for each 9th-12th grade student

2022-2023

Review inventory annually, according to industry standards, to determine future needs, including:

- Technology devices
- Interactive boards
- Access points and hardware
- Bandwidth
- Finances

Ongoing

Monitor and adjust technology plan as needed.

Ongoing

GOAL AREA #4

#RESOURCES

OBJECTIVE 1 Develop and implement a technology plan

RATIONALE

If we develop and implement a technology plan, we will honor our community's values, beliefs, and expectations because our community values up-to-date technology.

INITIATIVE 2

PK-12 technology education program

ACTION STEPS

TIMELINE

Research and evaluate the most effective PK-12 technology education (tech ed) programs, considering:

- International Society for Technology Education (ISTE)
- The SAMR Model (Substitution, Augmentation, Modification, Redefinition)

2023 - 2024

Seek a dedicated teacher at each school site to implement an elective or special tech ed class.

2023 - 2024

Select and purchase newly sought out tech ed program.

2023 - 2024

Integrate tech ed classes into each site's master schedule.

2024 - 2025

Provide professional development for all staff, aiming to share the tech ed program and integrate technology authentically into all classrooms.

2023 - 2024

Implement the tech ed program.

2024 - 2025

Hold quarterly review meetings to determine tech ed effectiveness and other concerns.

Ongoing

Monitor and adjust program as needed.

Ongoing

GOAL AREA #4

#RESOURCES

OBJECTIVE 2

Develop and facilitate an ongoing facilities and transportation plan

RATIONALE

If we develop and facilitate an ongoing facilities and transportation plan, we will honor our community's values, beliefs, and expectations because our community values buildings, and grounds/transportation.

INITIATIVE 1

Facilities Plan

ACTION STEPS	TIMELINE
Conduct an assessment of facilities.	2022-2023
Investigate hiring certified maintenance employees.	2022-2023
Develop a long-term plan based on upcoming needs regarding upgrades and repairs to all site buildings.	2022-2023
Prioritize a list of our most needed upgrades and repairs, then determine a budget.	2022-2023
Research and access funding in order to implement a plan. Funding sources can include: <ul style="list-style-type: none"> • Bonds • Grants • Solicitation of alumni • District funding 	2022-2023
Implement a facilities plan.	Ongoing
Review facilities annually to determine future needs.	Ongoing

GOAL AREA #4

#RESOURCES

OBJECTIVE 2

Develop and facilitate an ongoing facilities and transportation plan

RATIONALE

If we develop and facilitate an ongoing facilities and transportation plan, we will honor our community's values, beliefs, and expectations because our community values buildings and grounds.

INITIATIVE 2

Transportation Plan

ACTION STEPS

TIMELINE

Conduct an assessment of the transportation fleet.

2022-2023

Investigate hiring certified transportation maintenance employees.

2022-2023

Develop a long-term plan based on upcoming needs of upgrades/repairs to the transportation fleet.

2022-2023

Prioritize a list of our most needed upgrades and repairs, then determine a budget.

2022-2023

Research and access funding in order to implement a plan. Funding sources can include:

- Bonds
- Grants
- Solicitation of alumni
- District funding

2022-2023

Implement a transportation plan to include drivers' daily assessments of their vehicles.

2022-2023

Review the transportation fleet annually to determine future needs.

Ongoing

GOAL AREA #4

#RESOURCES

OBJECTIVE 3 Maintain financial resources in relation to facilities, transportation, and technology

RATIONALE

If we develop and facilitate an ongoing facilities and transportation plan, we will honor our community's values, beliefs, and expectations because our community values buildings and grounds.

INITIATIVE 1

Bond issue

ACTION STEPS

TIMELINE

Gather a diverse stakeholder committee to form perspectives on a new bond issue referendum. Committee should include representatives from district leadership, certified and non-certified staff, parents, students, and community members.	2022-2023
Provide the stakeholder committee with district assessment data of facility, transportation, and technology needs.	2022-2023
Facilitate conversations within the committee to decide whether a bond issue is needed for the district. If needed, direct the stakeholder committee to develop a recommendation to the school board.	2022-2023
Upon school board approval, call for a bond issue election.	2022-2023
Upon passage of the bond issue referendum, design and develop the project.	2022-2023
Utilize community forums, focus groups, mailers, social media, and the school website to inform the public on the projects and purpose of the bond issue referendum.	2022-2023
Provide progress reports of the projects to all school and community stakeholders.	Ongoing

GOAL AREA #4

#RESOURCES

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	22-23	23-24	24-25	25-26	26-27
<i>Develop and implement a technology plan</i>	<i>By the end of the 2027 school year, 0% of our access points will be more than 5 years old according to the district technology inventory report.</i>	100%	100%	75%	50%	25%	0%
	<i>By the end of the 2027 school year, 0% of our Chromebooks (following the 1:1 plan) will be more than 5 years old according to the district technology inventory report.</i>	53%	25%	0%	0%	0%	0%
	<i>By the end of the 2027 school year, 0% of our interactive boards will be more than 5 years old according to the district technology inventory report.</i>	98%	98%	0%	0%	0%	0%
	<i>By the end of the 2027 school year, 0% of our desktops will be more than 10 years old according to the district technology inventory report.</i>	100%	0%	0%	0%	0%	0%
	<i>By the end of the 2027 school year, 100% of our sites will have the infrastructure capable of supporting a 1:1 platform.</i>	100%	100%	100%	100%	100%	100%
	<i>By the end of the 2027 school year, 100% of our sites will receive the maximum amount of gigabytes required by network infrastructure to maintain a 1:1 platform.</i>	100%	100%	100%	100%	100%	100%
	<i>By the end of the 2027 school year, 100% of our sites will implement a tech ed program that is developmentally appropriate for their site according to programs data.</i>	TBD	TBD	TBD	TBD	TBD	TBD

GOAL AREA #4

#RESOURCES

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

OBJECTIVES	PERFORMANCE MEASURES	BASELINE	22-23	23-24	24-25	25-26	26-27
<i>Develop and facilitate an ongoing facilities and transportation plan</i>	<i>By the end of the 2027 school year, only 50% of our transportation fleet will be more than 10 years old according to the transportation assessment.</i>	69%	65%	61%	57%	53%	50%
	<i>By the end of the 2027 school year, the average age of vehicles in our transportation fleet will be no more than 7 years old.</i>	12	11	10	9	8	7
	<i>By the end of the 2027 school year, 0% of our HVAC units will be more than 10 years old according to the building assessment.</i>	100%	0%	0%	0%	0%	0%
	<i>By the end of the 2027 school year, TBD buildings will be demolished according to the building assessment</i>	TBD	TBD	TBD	TBD	TBD	TBD
	<i>By the end of the 2027 school year, our district will have completed and implemented a district transportation plan.</i>	0	0	1	1	1	1
<i>Maintain financial resources in relation to facilities, transportation, and technology</i>	<i>By the end of the 2027 school year, the district will hold at least one bond election.</i>	0	0	1	1	1	1
	<i>By the end of the 2027 school year, TBD new buildings will be erected according to the building assessment.</i>	TBD	TBD	TBD	TBD	TBD	TBD
	<i>By the end of the 2027 school year, TBD buildings will be expanded according to the building assessment.</i>	TBD	TBD	TBD	TBD	TBD	TBD
	<i>By the end of the 2027 school year, TBD sports facilities and complexes will be expanded or improved according to the building assessment.</i>	TBD	TBD	TBD	TBD	TBD	TBD

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The Oklahoma State School Boards Association (OSSBA) and the K20 Center for Educational and Community Renewal recognize the Chickasha 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 Chickasha Public Schools' decision-making and actions in the coming years. We also would like to acknowledge the dedication of those comprising the Planning Team and Action Team, who contributed their time, expertise, experience, and enthusiasm to the development of the district's strategic plan. Their engagement in this process mirrors the community's investment in education and its commitment to student achievement.

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



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**Continuous
Strategic
Improvement**