



2018-2023

STRATEGIC PLAN



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Alex Public Schools takes great pride in the quality of education that is provided to its students. Parents, patrons, community members, students, and district employees have high expectations in helping to prepare our students for the world in which they live.

Much of the success that our students achieve today is the result of the collaborative efforts of our stakeholders. This strategic plan is a prime example of such collaboration. It is the product of several months of hard work between board members, teachers, administrators, staff, and community leaders. This collaboration has not only helped in envisioning the future of the District, but also in the development of the roadmap that will take us there. By clearly articulating our values, vision, mission, focus areas, and objectives, we are in the position to continue in the direction of educational excellence.

I am grateful for all of the time, energy, hard work, and creativity given by many in the development of this plan. As we continue to move forward, the strategic plan will be used to guide our direction in doing that which is in the best interest of our students.

Dr. Jason James
Superintendent

BOARD OF EDUCATION



Keith Alcorn
Clerk

Chrystie Shebester
Member

Angela Jackson Mainka
Vice-President

Tom Ketchum
President

Steven Burton
Member

STRATEGIC PLANNING TEAM MEMBERS

School and Community Partnerships (pictured left to right)

Kenny Deaton, Teacher
Virginia Rayburn, Community Member
Valerie McCauley, Teacher
Janette Rogers, Community Member
Nicole Bauman, Administrator
Tom Ketchum, Board Member



Resources & Supports (pictured left to right)

Nathan Bauman, Teacher
Kim Payne, Parent
Jill Stidham, Teacher
Faye Hess, Community Member
Jason James, Administrator



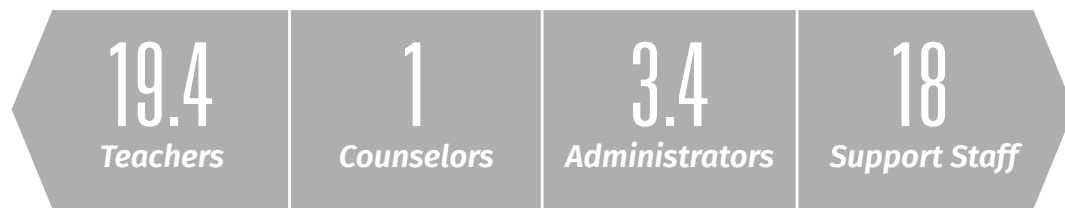
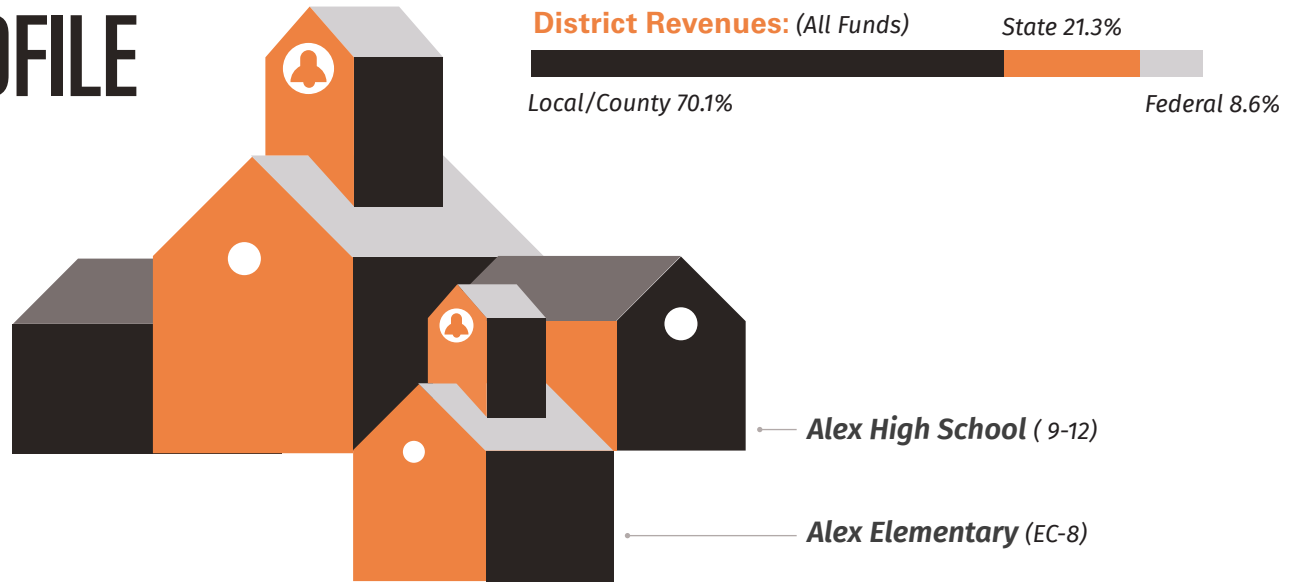
Student Achievement (pictured left to right)

Jennifer Shi, Teacher
Amy Loggins, Administrator
Lori Pettijohn, Teacher
Susan Moore, Community Member
Amber Diaz, Teacher
Doug Tolson, Administrator

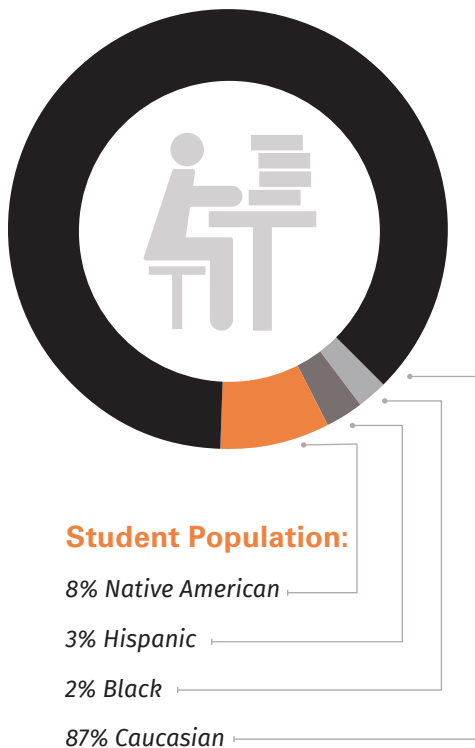


Not pictured: Sammie Williams, Community Member; Kade Bauman, Student; Nik Venable, Student; Nazjai Chlebanowski, Student; Carrie Chlebanowski, Student; Samantha Mills, Parent; Mark Byrne, Community Member

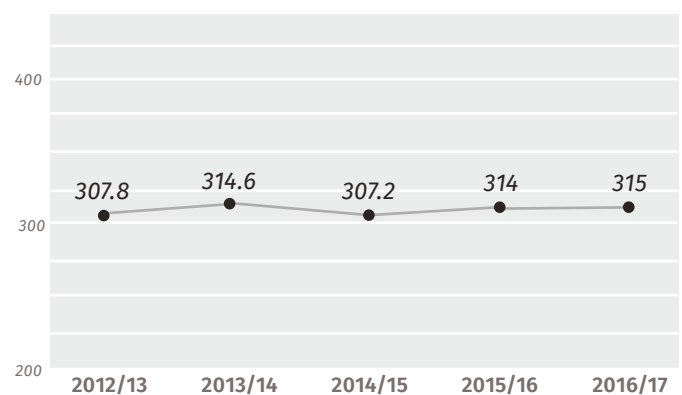
DISTRICT PROFILE



(17.7% with advanced degrees, 10.9 average years teaching experience)



Enrollment Trends:



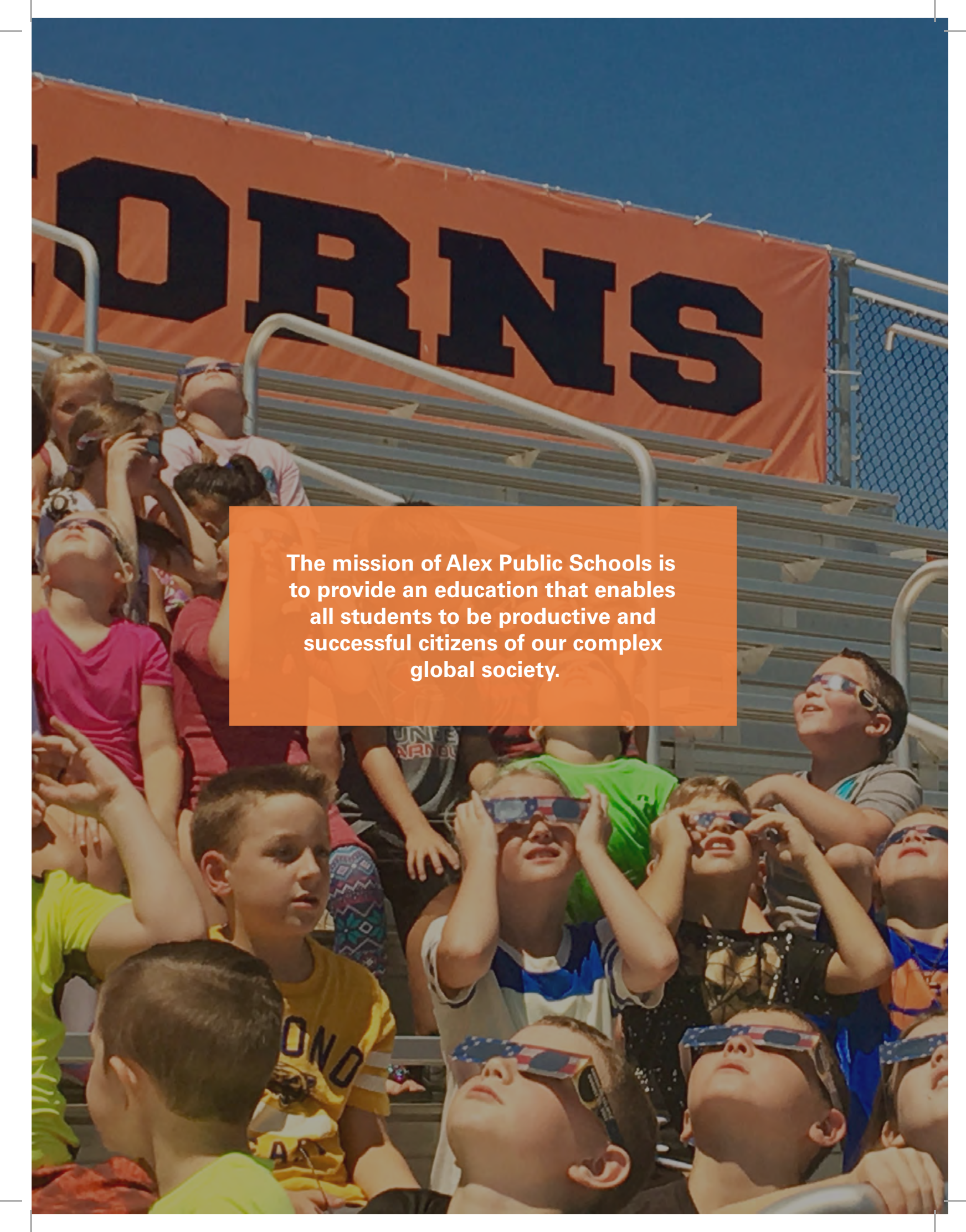
EXECUTIVE SUMMARY

The Alex Public School District's mission is to provide an education that enables all students to be productive and successful citizens of a complex global society. The district's 2018-2023 Strategic Plan is recognized 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. This plan highlights increasing student academic performance by increasing student attendance and developing students' post high school readiness. This will be accomplished through aligning content standards and recognizing the importance of the creation of a professional development plan that focuses on increasing teachers' knowledge of research-based instructional strategies and project based learning and provides mentoring to new teachers in the district. In addition, the plan recognizes the importance of providing varied student experiences through an advisory program and a schoolwide enrichment program.

Finally, the plan builds on the current school and community partnerships by developing a communication plan and providing shared leadership opportunities for students, teachers, and community members.

This plan is the framework through which the district supports the development of each child to his/her potential. It will serve as the foundation for each school in the district to develop annual plans which are designed to support the implementation of the district's five-year strategic plan. The initiatives and action steps will be continually monitored and the Board of Education will be regularly updated as to the progress of the plan.

This strategic plan sets the expectation that each student, regardless of ethnicity, language, disability, or income level, can achieve high standards of learning. Strategies are included to ensure students will meet and/or exceed standards, graduate on time, and are college/career ready.

A group of children are seated in bleachers, looking upwards with anticipation. Many of the children are wearing 3D glasses with a red, white, and blue pattern. Above them, a large orange banner with the word "DORNS" in bold, dark blue letters is visible. The scene is set outdoors under a clear blue sky.

**The mission of Alex Public Schools is
to provide an education that enables
all students to be productive and
successful citizens of our complex
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.

- **November 2, 2017**
Forum | 11:00 a.m. | Alex Community Center
Forum | 3:40 p.m. | Alex High School Library
Forum | 6:00 p.m. | Bradley Community Center
- **November 12, 2017**
Forum | 12:15 p.m. | Alex High School Cafeteria

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.

- **December 5, 2017**
Alex Baptist Church
- **December 6, 2017**
Alex Baptist Church

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.

- **January 2, 2018**
Alex Baptist Church
- **January 3, 2018**
Alex Baptist Church
- **February 21, 2018**
Alex High School

PHASE IV ACHIEVE

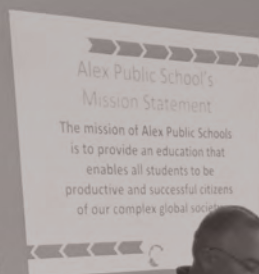
“How do we plan to get there?”
*training of a site leadership team from each
school site in the district to develop a site
level year one plan*

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

- **May 4, 2018**
Development of Year One Site Plans
- **May 8, 2018**
Board Approval

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

Alex Public Schools expects the graduates of 2028 to...

- Be creative and critical thinkers
- Master core content
- Be organized, goal setters, and time managers
- Use technology
- Develop life skills and soft skills
- Develop financial skills
- Collaborate
- Be college and career ready
- Locate and use information
- Engage in community service and be a productive citizen

These expectations will create bilingual critical thinkers who are able to solve real world problems with a global perspective.

Core Beliefs

Alex Public Schools believes that to realize their expectations for graduates, quality teaching and learning should provide students with...

- Relevant content
- Creativity and innovation
- Education about post high school opportunities
- Collaboration opportunities
- Recognition of their strengths and weaknesses
- Student leadership
- Opportunities to locate, evaluate and use information
- Community service
- Technology use
- Communication

This type of teaching and learning, supported by the community, will provide students with a global perspective in which quality teachers offer enrichment, remediation, counseling, early childhood opportunities in a nurturing environment.

Core Values

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

- Quality teachers
- Up-to-date technology
- Respectful/nurturing environment
- School buildings and grounds
- Parental involvement
- Strong leadership
- Innovative teaching
- Quality programs
- School/community connections
- Diverse needs of students

By upholding these values, Alex Public Schools will provide a rigorous curriculum for student-centered learning and professional development for staff in a safe environment with adequate financial support.

STRATEGIC GOAL SUMMARY

GOAL AREA #1

STUDENT ACHIEVEMENT

Objective 1: Increase student academic performance

- » Initiative 1: Instructional Strategies
- » Initiative 2: Content Standards Alignment
- » Initiative 3: ACT Prep
- » Initiative 4: Project Based Learning

Objective 2: Increase student attendance

- » Initiative 1: Attendance Education Plan

Objective 3: Develop post high school readiness

- » Initiative 1: College/Career Culture

GOAL AREA #2

SCHOOL AND COMMUNITY PARTNERSHIPS

Objective 1: Enhance stakeholder involvement and satisfaction

- » Initiative 1: Shared Leadership
- » Initiative 2: Communication Plan
- » Initiative 3: Satisfaction Survey

GOAL AREA #3

RESOURCES AND SUPPORTS

Objective 1: Develop highly effective personnel

- » Initiative 1: Teacher Mentoring Program
- » Initiative 2: Professional Development

Objective 2: Increase student enrichment opportunities

- » Initiative 1: Student Programs
- » Initiative 2: Schoolwide Enrichment



GOAL AREA #1

STUDENT ACHIEVEMENT

GOAL AREA #1

STUDENT ACHIEVEMENT

OBJECTIVE 1

Increase student academic performance

RATIONALE

If Alex Public Schools increases student attendance, then we will honor our community's core belief in the recognition of student strengths and weaknesses.

INITIATIVE 1

Instructional Strategies

ACTION STEPS

TIMELINE

Research effective instructional strategies for math and reading.

2019-20

Create and conduct a needs assessment of research-based instructional strategies currently in use.

2019-20

Analyze needs assessment data and identify areas for improvement.

2019-20

Research the possibility of hiring an intervention specialist for math and reading.

2019-20

Provide professional development in identified instructional strategies.

2020-21

Provide professional development in differentiated instruction (content, process and product).

2020-21

Research different intervention programs for math and reading.

2020-21

PERFORMANCE MEASURE(S)

- By 2023, 41% of 8th grade students will score at or above proficient on the Oklahoma State Testing Program (OSTP) science assessment.
- By 2023, TBD% of Alex High School students will score at or above proficient on the OSTP science assessment.
- By 2023, 50% of 5th grade female students will score at or above proficient on the OSTP math assessment.
- By 2023, 54% of 6th grade female students will score at or above proficient on the OSTP math assessment.
- By 2023, 33% of 7th grade female students will score at or above proficient on the OSTP math assessment.
- By 2023, 18% of 7th grade students on Individualized Education Plans (IEP) will score at or above proficient on the OSTP math assessment.
- By 2023, 28% of 8th grade students will score at or above proficient on the OSTP math assessment.
- By 2023, 50% of 3rd grade male students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.
- By 2023, 50% of 6th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.
- By 2023, 50% of 7th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.
- By 2023, 50% of 8th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.

INITIATIVE 2

Content Standards Alignment

PERFORMANCE MEASURE(S)

ACTION STEPS

TIMELINE

Provide professional development that focuses on educating teachers regarding the current content standards for their subject/grade level.

Summer
2018

Provide opportunities for teachers to “unpack” their content standards.

Fall
2018

Provide professional development on vertical and horizontal alignment of content standards.

2019-20

Align standards vertically and horizontally.

2019-20

Develop lessons aligned to horizontal scope and sequence.

2019-20

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INITIATIVE 3

American College Testing (ACT) Prep

ACTION STEPS

TIMELINE

Research to determine outside expertise to provide professional development for teachers in ACT strategies.

2019-20

Investigate outside expertise for ACT training for students.

2019-20

Provide informational/educational meetings for parents on the ACT.

2019-20

Provide ACT professional development for all secondary teachers.

2020-21

Align core content standards to ACT standards.

2019-20

Implement ACT strategies in all core content classrooms.

2020-21

PERFORMANCE MEASURE(S)

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- By 2023, 50% of 8th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.
- By 2023, 18.5 will be the average Composite ACT score for Alex graduates, according to ACT College Readiness Letter.
- By 2023, 19 will be the average Science ACT score for Alex graduates, according to the ACT College Readiness Letter.
- By 2023, 17 will be the average English ACT score for the score for Alex graduates, according to ACT College Readiness Letter.
- By 2023, 18.5 will be the average Math ACT score for the score for Alex graduates according to ACT College Readiness Letter.
- By 2023, 19 will be the average Reading ACT score for the score for Alex graduates, according to ACT College Readiness Letter.

INITIATIVE 4

Project Based Learning (PBL)

ACTION STEPS

TIMELINE

Provide professional development in project based learning.

2021-22

Every teacher will develop a minimum of one project based learning lesson/unit per year.

2021-22

Order materials needed for lesson/unit.

2021-22

Implement lesson/unit.

2021-22

Continue to develop an additional lesson/unit annually.

2022
ongoing

Put project based learning lessons in a shared repository.

2022
ongoing

PERFORMANCE MEASURE(S)

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- By 2023, 50% of 8th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.

GOAL AREA #1

STUDENT ACHIEVEMENT

OBJECTIVE 2

Increase student attendance

RATIONALE

If Alex Public Schools increases student attendance, then we will honor our community's expectation of mastery of core content.

INITIATIVE 1

Attendance Education Plan

ACTION STEPS

TIMELINE

Create informative presentations for the school website. Possible topics might include:

- When should my child stay home sick?
- How to check for lice.
- How to stay well during peak illness seasons.

**Summer
2018**

Create a handout for parent/teacher night that provides pertinent attendance information.

**Summer
2018**

Provide face-to-face education for parents regarding school attendance. Possible venue options are:

- Back to School Nights
- Community dinners

**Fall
2018**

Research and implement a "parent university."

2020-21

Investigate "perfect attendance" awards/incentives for each 9 weeks and for the year.

**Fall
2018**

Designate September as "Attendance Awareness Month"

- Class to Class Competitions for Attendance
- Guidance Lessons over Attendance

**Summer
2018**

Develop site level procedures for make up work and notification procedures for activity absence communication.

**Summer
2018**

Provide structured time for students with excessive absences to make up work and/or seat time such as:

- Saturday School
- After school
- Intersessions (fall break, winter break, spring break, etc.,)

**Summer
2018**

PERFORMANCE MEASURE(S)

- By 2023, a minimum of 65% of students will have less than 5 non-activity absences.
- By 2023, a minimum of 90% of students will have less than 10 non-activity absences.

GOAL AREA #1

STUDENT ACHIEVEMENT

OBJECTIVE 3

Develop post high school readiness

RATIONALE

If Alex Public Schools develops post high school readiness, then we will honor our community's expectation that we develop life skills and soft skills.

INITIATIVE 1

College/Career Culture

ACTION STEPS

TIMELINE

Elementary teachers will provide a lesson related to careers in each core content area at least once per semester.

Winter
2018

Secondary teachers will plan and implement a minimum of one college/career activity/lesson each semester.

Winter
2018

Teachers will keep documentation of lessons and date of delivery in a pre-designed Google Doc.

Winter
2018

Provide information on college financial assistance, college fit, application process, etc, to all sophomores, juniors, seniors and their parents. This could include:

- Free Application for Student Aid (FAFSA) night
- Oklahoma's Promise night
- Financial aid
- Scholarship/job application

Fall
2018

Implement a foreign language program.

Fall
2018

Improve recognition of academic achievement through Principal and Superintendent's Honor Roll.

Fall
2018

Maintain the quality of participation in our CareerTech programs.

Fall
2018

Develop a personalized learning pathway for all incoming freshmen students.

2019-20

Increase social studies course offerings.

2020-21

Secondary schools will plan and implement a minimum of one NEW college/career activity per year which might include:

- Career Fair
- Job Shadow
- Mock Interview Day
- Virtual field trip
- CareerTech visit
- College/campus visit

2020-21

PERFORMANCE MEASURE(S)

- By 2023, Alex Public Schools will offer 2 Language (non-English) units according to the District Profile.
- By 2023, Alex Public Schools will have a 5% or less 4-year dropout rate according to the District Profile.
- By 2023, Alex Public Schools will offer 4 units of high school social studies according to the District Profile.
- By 2023, 33% of students Pre-K-12th grades will be on the Principal's Honor Roll according to the Recognition Programs data.
- By 2023, 15% of Juniors and Seniors will be concurrently enrolled according to enrollment data.
- By 2023, 95% of Alex juniors and seniors will be either concurrently enrolled or in a CareerTech program according to student enrollment data.

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
Increase student academic performance	By 2023, 41% of 8th grade students will score at or above proficient on the Oklahoma State Testing Program (OSTP) science assessment.	18%	20%	25%	30%	35%	41%
	By 2023, TBD% of Alex High School students will score at or above proficient on the OSTP science assessment.	TBD	TBD	TBD	TBD	TBD	TBD
	By 2023, 50% of 5th grade female students will score at or above proficient on the OSTP math assessment.	40%	42%	44%	46%	48%	50%
	By 2023, 54% of 6th grade female students will score at or above proficient on the OSTP math assessment.	44%	46%	48%	50%	52%	54%
	By 2023, 33% of 7th grade female students will score at or above proficient on the OSTP math assessment.	23%	25%	27%	29%	31%	33%
	By 2023, 18% of 7th grade students on Individualized Education Plans (IEP) will score at or above proficient on the OSTP math assessment.	13%	14%	15%	16%	17%	18%
	By 2023, 28% of 8th grade students will score at or above proficient on the OSTP math assessment.	14%	16%	18%	20%	24%	28%
	By 2023, 50% of 3rd grade male students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.	30%	34%	38%	42%	46%	50%
	By 2023, 50% of 6th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.	37%	40%	43%	46%	49%	50%
	By 2023, 50% of 7th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.	29%	33%	37%	41%	45%	50%
	By 2023, 50% of 8th grade students will score at or above proficient on the OSTP English, Language Arts (ELA) assessment.	21%	26%	31%	36%	43%	50%
	By 2023, 18.5 will be the average Composite ACT score for Alex graduates, according to ACT College Readiness Letter.	17.0	17.3	17.6	17.9	18.2	18.5
	By 2023, 19 will be the average Science ACT score for Alex graduates, according to the ACT College Readiness Letter.	17.8	18	18.2	18.4	18.6	19
	By 2023, 17 will be the average English ACT score for Alex graduates, according to ACT College Readiness Letter.	15.5	15.7	16	16.4	16.8	17
	By 2023, 18.5 will be the average Math ACT score for Alex graduates according to ACT College Readiness Letter.	17.1	17.5	17.7	17.9	18.2	18.5
	By 2023, 19 will be the average Reading ACT score for Alex graduates, according to ACT College Readiness Letter.	17.7	18	18.2	18.4	18.6	19

OBJECTIVES

PERFORMANCE MEASURES

BASELINE

18-19

19-20

20-21

21-22

22-23

Increase student attendance

By 2023, a minimum of 65% of students will have less than 5 non-activity absences.

32%

42%

48%

54%

60%

65%

By 2023, a minimum of 90% of students will have less than 10 non-activity absences.

65%

72%

77%

82%

86%

90%

Develop post high school readiness

By 2023, Alex Public Schools will offer 2 Language (non-English) units according to the District Profile.

0

0

1

1

1

2

By 2023, Alex Public Schools will have a 5% or less 4-year dropout rate according to the District Profile.

12%

10%

8%

7%

6%

5%

By 2023, Alex Public Schools will offer 4 units of high school social studies according to the District Profile.

2

2

3

3

3.5

4

By 2023, 33% of students PK-12th grades will be on the Principal's Honor Roll, according to the Recognition Programs data.

26%

28%

30%

31%

32%

33%

By 2023, 15% of Juniors and Seniors will be concurrently enrolled according to enrollment data.

8%

10%

12%

13%

14%

15%

By 2023, 95% of Alex Juniors and Seniors will be either concurrently enrolled or in a CareerTech program according to student enrollment data.

94%

94%

94.5%

94.5%

95%

95%





GOAL AREA #2

SCHOOL & COMMUNITY PARTNERSHIPS

GOAL AREA #2

SCHOOL & COMMUNITY PARTNERSHIPS

OBJECTIVE 1

Enhance stakeholder involvement and satisfaction

RATIONALE

If Alex Public Schools enhances stakeholder satisfaction, then we will honor our community's core value of school/community connections.

INITIATIVE 1

Shared Leadership

ACTION STEPS

TIMELINE

Research effective methods of implementing district leadership programs.

Fall
2018

Provide shared leadership training to teachers and faculty during professional development as well as an evening training for community members.

2019-20

Create a teacher leadership team consisting of two elementary faculty members, three middle school and high school faculty members combined, and one member of the support staff.

2019-20

Develop goals, objectives, and protocols for teacher leadership team meetings.

2019-20

Create a parent/community advisory team consisting of two elementary parents, three middle school and high school parents members combined, and two community members.

2019-20

Develop goals, objectives, and protocols for parent/community advisory team.

2019-20

Create a student advisory team consisting of two elementary students, three middle school and high school student members combined.

2019-20

Develop goals, objectives, and protocols for student advisory team meetings.

2019-20

Schedule a teacher leadership team meeting per semester based on the topic provided by the administration and bring issues, concerns, and recommendations to the site principal.

2020-21

Schedule a monthly parent/community advisory team meeting based on the topic provided by the administration and bring issues, concerns, and recommendations to the site principal.

2020-21

Schedule a monthly student advisory team meeting based on the topic provided by the administration and bring issues, concerns, and recommendations to the site principal.

2020-21

Each leadership team will develop criteria and method of recognition for their respective group.

Ideas can include:

Faculty/staff

- Monthly recognition showcasing above and beyond actions of a specific faculty/staff member
- Elementary, middle school, and high school teachers of the year
- District teacher of the year chosen from one of the three site teachers of the year

2020-21

Parent/community

- Monthly recognition showcasing specific parent/community members
- Annual/monthly recognition by the school board
- Public recognition in local newspapers, district website

Student advisory

- Student of the month
- Random acts of kindness
- "Positive pats"
- "Brag calls home"

Analyze satisfaction survey results from district surveys created to determine effectiveness of Shared Leadership initiative.

2020-21

PERFORMANCE
MEASURE(S)

- By 2023, 70% of survey respondents will strongly agree/agree that "our schools provide opportunities for my input" according to the annual Alex Community Survey.
- By 2023, 60% of survey respondents will strongly agree/agree that "our schools value my input" according to the annual Alex Community Survey.
- By 2023, 60% of survey respondents will strongly agree/agree that "our schools involve the community in decision-making about school business" according to the annual Alex Community Survey.
- By 2023, patrons will volunteer TBD hours per student according to volunteer log data.
- By 2023, TBD% of parents will be contacted by the school through a phone call, email, or face-to-face at least 1 time per year according to administrative logs.

INITIATIVE 2

Communication Plan

ACTION STEPS

TIMELINE

Research effective communication plan best practices.

Summer
2018

Survey all district stakeholders for preferred and most used methods of communication.

Fall
2018

Analyze survey results.

Fall
2018

Select a public relations liaison employee.

Fall
2018

Develop communications plan from survey findings.

2019-20

Monitor and update social media.

2019-20

Create a monthly calendar and newsletter to mail to members of the community.

2019-20

Offer revised calendar if changes are made to yearly calendar.

2019-20

Create a bulletin board for the Community Center which is updated each month with highlights of student, teacher/faculty, and community achievements.

2019-20

Analyze satisfaction survey results from district surveys created to determine effectiveness of Communication Plan.

2019-20

PERFORMANCE MEASURE(S)

- By 2023, 70% of survey respondents will strongly agree/agree that "our schools provide opportunities for my input" according to the annual Alex Community Survey.
- By 2023, 80% of survey respondents will strongly agree/agree that "our schools regularly and effectively communicate with me" according to the annual Alex Community Survey.

INITIATIVE 3

Satisfaction Survey

ACTION STEPS

TIMELINE

Research effective satisfaction surveys for teachers/faculty, parents, community members, and students.

**Summer
2018**

Create satisfaction survey for teachers/faculty, parents, community members, and students.

**Summer
2018**

Administer satisfaction survey for teachers/faculty, parents, community members, and students.

**Fall
2018**

Analyze results of satisfaction survey for teachers/faculty, parents, community members, and students.

**Fall
2018**

Share survey results with district administrators to determine effectiveness of shared leadership initiative and communication plan.

**Winter
2019**

PERFORMANCE MEASURE(S)

- By 2023, 60% of survey respondents will strongly agree/agree that “our schools value my input” according to the annual Alex Community Survey.
- By 2023, 60% of survey respondents will strongly agree/agree that “our schools involve the community in decision-making about school business” according to the annual Alex Community Survey.
- By 2023, 70% of survey respondents will strongly agree/agree that “our schools provide opportunities for my input” according to the annual Alex Community Survey.
- By 2023, 80% of survey respondents will strongly agree/agree that “our schools regularly and effectively communicate with me” according to the annual Alex Community Survey.
- By 2023, 60% of survey respondents will strongly agree/agree that “our schools’ staff collaborate with local community members” according to the annual Alex Community Survey.
- By 2023, TBD% of parents will be contacted by the school through a phone call, email, or face-to-face at least 1 time per year according to administrative logs.

GOAL AREA #2

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES SCHOOL & COMMUNITY PARTNERSHIPS

OBJECTIVES

PERFORMANCE MEASURES

BASELINE

18-19

19-20

20-21

21-22

22-23

Enhance stakeholder involvement and satisfaction

By 2023, 70% of survey respondents will strongly agree/agree that "our schools provide opportunities for my input" according to the annual Alex Community Survey.

48.1%

53%

58%

63%

68%

70%

By 2023, 60% of survey respondents will strongly agree/agree that "our schools value my input" according to the annual Alex Community Survey.

40%

44%

48%

52%

56%

60%

By 2023, 60% of survey respondents will strongly agree/agree that "our schools involve the community in decision-making about school business" according to the annual Alex Community Survey.

43.4%

46%

48%

52%

56%

60%

By 2023, patrons will volunteer TBD hours per student according to volunteer log data.

TBD

TBD

TBD

TBD

TBD

TBD

By 2023, TBD% of parents will be contacted by the school through a phone call, email, or face-to-face at least 1 time per year according to administrative logs.

TBD%

TBD%

TBD%

TBD%

TBD%

TBD%

By 2023, 80% of survey respondents will strongly agree/agree that "our schools regularly and effectively communicate with me" according to the annual Alex Community Survey.

58.75%

63%

68%

73%

78%

80%

By 2023, 60% of survey respondents will strongly agree/agree that "our schools' staff collaborate with local community members" according to the annual Alex Community Survey.

51.25%

53%

55%

57%

59%

60%

The image shows the exterior of a school building with light-colored vertical corrugated metal siding. A large black double door is centered below the school name. To the left of the door is a black scoreboard with orange and white text. The scoreboard displays 'HOME' and 'VISITOR' on the top line, a colon in the middle, and the numbers '1 2 3 4' on the bottom line. The word 'SPECTRUM' is visible below the numbers. The school name 'TOMMY KETCHUM ELEMENTARY' is mounted in large black letters above the door. A single light fixture is mounted above the door. The sky is blue with some clouds. The entire image is framed by green and blue arrow patterns at the top and bottom.

TOMMY KETCHUM ELEMENTARY

GOAL AREA #3

RESOURCES & SUPPORTS

GOAL AREA #3

RESOURCES & SUPPORTS

OBJECTIVE 1

Develop highly effective personnel

RATIONALE

If Alex Public Schools develops highly effective personnel, then we will honor our community's core value of quality teachers.

INITIATIVE 1

Teacher Mentoring/ Recognition Program

ACTION STEPS

TIMELINE

Establish a Professional Development Committee which consists of elementary and secondary principals, one elementary teacher, one middle school teacher, one high school teacher, one special education and/or elective teacher.

**Summer
2018**

Research teacher mentoring best practices.

**Fall
2018**

Research State Teacher of the Year guidelines/application.

**Fall
2018**

Develop or purchase a teacher mentoring program along with program evaluation tools.

**Winter
2018**

Develop district teacher of the year guidelines and application that align to the state guidelines and application.

**Winter
2018**

Identify mentors and mentees.

**Winter
2018**

Provide professional development for mentors.

2019-20

Develop a schedule to facilitate mentoring during the school day (common plan, providing substitutes, etc).

2019-20

Implement teacher mentoring program.

2019-20

Evaluate mentoring program through program evaluation tools which includes mentor and mentee satisfaction surveys.

2019-20

Monitor and adjust.

2020-21

Implement teacher of the year program based on district guidelines.

2019-20

Monitor and adjust.

2019-20

PERFORMANCE MEASURE(S)

- By 2023, there will be one district-wide teacher mentoring program.
- By 2023, the district will have a teacher of the year recognition program.

INITIATIVE 2

Professional Development

ACTION STEPS

TIMELINE

Establish a professional development committee which consists of elementary and secondary principals, one elementary teacher, one middle school teacher, one high school teacher, and one special education and/or elective teacher.

**Summer
2018**

Research scheduling options to incorporate Professional Learning Community (PLC) time into the schedule.

**Summer
2018**

Incorporate professional learning community (PLC) time into the schedule.

**Summer
2018**

Create a professional development needs assessment survey.

**Fall
2018**

Administer the professional development survey.

**Fall
2018**

Analyze and prioritize data from the survey results.

**Fall
2018**

Identify annual district professional development goals as aligned to the strategic plan.

**Fall
2018**

Compile identified teacher and district needs to formulate the professional development plan.

**Fall
2018**

Research and seek professional development providers aligned to identified needs.

**Spring
2019**

Implement the professional development plan.

2019-20

Collect annual data on number of teachers participating in professional learning opportunities and number of hours in each topic.

2019-20

PERFORMANCE MEASURE(S)

- By 2023, there will be a minimum of 4.5 hours of professional development in authentic teaching and assessment according to the programs support data.
- By 2023, there will be a minimum of 4.5 hours of Professional Learning Community (PLC) time provide, according to the procedure data report.
- By 2023, there will be a minimum of 4.5 hours of professional development in content specific instruction according to the procedure data report.
- By 2023, there will be a minimum of 4.5 hours of professional development in soft skills development according to the procedure data report.
- By 2023, there will be a minimum of 10 hours of professional development for administrative data-driven decision making according to the procedure data report.
- By 2023, instructional support services budget will be the 2nd highest expenditure according to the District Profile.

GOAL AREA #3

RESOURCES & SUPPORTS

OBJECTIVE 2

Increase student enrichment opportunities

RATIONALE

If Alex Public Schools increases student enrichment opportunities, then we will honor our community's core belief in student leadership.

INITIATIVE 1

Student Clubs/ Organizations

ACTION STEPS

TIMELINE

Research advisory/mentoring programs' best practices.

**Summer
2018**

Research requirements for National Honor Society at middle school and high school level.

**Summer
2018**

Research student council programs at each school site.

**Summer
2018**

Develop/purchase/revise an advisory/mentoring program including community service and involvement.

**Fall
2018**

Create developmentally appropriate student council guidelines/bylaws at each school site to be approved by the board of education.

**Fall
2018**

Annually designate a student council sponsor(s) at each school site.

**Fall
2018**

Develop timeline for implementation of student council including:

- Election of officers
- Meeting dates and times
- Projects

**Fall
2018**

Implement advisory/mentoring program.

2019-20

Monitor, adjust, and evaluate advisory/mentoring program.

2019-20

Implement a student council program at each site.

2019-20

Implement National Honor Society at middle and high school level.

2019-20

Monitor and adjust program(s) as needed.

2020-21

Monitor, evaluate, and adjust National Honor Society programs.

2019-20

**PERFORMANCE
MEASURE(S)**

Review strategic plan and develop a potential list of guidance lessons aligned with the strategic plan which could include:

- College/career exploration and/or readiness
- Community service
- Leadership
- Responsibility
- Communication skills

**Summer
2018**

Develop a schedule for implementing monthly guidance lessons in advisory/mentoring time.

**Summer
2018**

Monitor, evaluate, and adjust guidance lesson program.

2019-20

- *By 2023, Alex High School, Alex Middle School, and Alex Elementary School will each have a student council according to the Program Data.*
- *By 2023, 90% of community members surveyed will strongly agree/agree that "our schools have the resources required to meet the academic needs of every student" according to the annual Alex Community Survey.*
- *By 2023, Alex High School students will have at least 3 opportunities per year to participate in community service according to the Program Data.*
- *By 2023, 100% of school sites will provide monthly classroom guidance lessons according to the Program Data.*
- *By 2023, Alex Public Schools will actively participate in the National Honor Society according to the Program Data.*
- *By 2023, there will be at least 3 clubs/organizations for Alex Elementary students according to the Programs Data.*

INITIATIVE 2

Schoolwide Enrichment

PERFORMANCE MEASURE(S)

ACTION STEPS

TIMELINE

Research schoolwide enrichment models (ie. Renzulli Model, Confratute, etc.).

**Summer
2018**

Present schoolwide enrichment plan to the school board for approval.

**Spring
2019**

Develop a schoolwide enrichment plan which includes:

- Needs assessment
- Schedule
- Interest survey teachers
- Interest survey students
- Lesson plans from each teacher

2019-20

Implement a schoolwide enrichment plan.

2020-21

Monitor, evaluate and adjust the schoolwide enrichment plan.

2020-21

- By 2023, 90% of community members surveyed will strongly agree/agree that "our schools have the resources required to meet the academic needs of every student" according to the annual Alex Community Survey.
- By 2023, Alex High School students will have at least 3 opportunities per year to participate in community service according to Program Data.
- By 2023, Alex High School and Alex Middle School students will have monthly classroom guidance lessons according to Program Data.
- By 2023, there will be at least 3 clubs/organizations for Alex Elementary students according to Program Data.

GOAL AREA #3

RESOURCES & SUPPORTS

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, there will be one district-wide teacher mentoring program.

0

0

1

1

1

1

By 2023, the district will have a teacher of the year recognition program.

0

0

1

1

1

1

By 2023, there will be a minimum of 4.5 hours of professional development in authentic teaching and assessment according to the programs support data.

0

1

2

3

4

4.5

By 2023, there will be a minimum of 4.5 hours of Professional Learning Community (PLC) time provided according to the procedure data report.

0

1

2

3

4

4.5

By 2023, there will be a minimum of 4.5 hours of professional development in content specific instruction according to the procedure data report.

0

1

2

3

4

4.5

By 2023, there will be a minimum of 4.5 hours of professional development in soft skills development according to the procedure data report.

0

1

2

3

4

4.5

By 2023, there will be a minimum of 10 hours of professional development for administrative data-driven decision making according to the procedure data report.

0

2

4

6

8

10

By 2023, instructional support services budget will be the 2nd highest expenditure according to the District Profile.

TBD

TBD

TBD

TBD

TBD

TBD

GOAL AREA #3

TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

RESOURCES & SUPPORTS

OBJECTIVES

PERFORMANCE MEASURES

BASELINE

18-19

19-20

20-21

21-22

22-23

Increase student enrichment opportunities

By 2023, Alex High School, Alex Middle School, and Alex Elementary School will each have a student council according to the Program Data.	0	0	1	2	2	3
By 2023, 90% of community members surveyed will strongly agree/agree that “our schools have the resources required to meet the academic needs of every student” according to the annual Alex Community Survey.	61.25	61.25	70	77	85	90
By 2023, Alex High School students will have at least 3 opportunities per year to participate in community service according to the Program Data.	0	0	1	2	2	3
By 2023, 100% of school sites will provide monthly classroom guidance lessons according to the Program Data.	0	0	50	50	50	100
By 2023, Alex Public Schools will actively participate in the National Honor Society according to the Programs Data.	0	0	1	1	1	1
By 2023, there will be at least 3 clubs/ organizations for Alex Elementary students according to the Programs Data.	1	1	2	2	2	3
By 2023, 100% of School sites will have monthly classroom guidance lessons according to Program Data.	33%	33%	67%	100%	100%	100%



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The Oklahoma State School Boards Association (OSSBA) and the K20 Center for Educational and Community Renewal recognizes the Alex 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 Alex 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 Alex 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 Alex Public School District.



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