



2024-2029

# **STRATEGIC PLAN**

# **SKIATOOK PUBLIC SCHOOLS**



BUILD PRIDE

RED BLACK & WHITE  
LET'S FIGHT

#ALL IN

GO RED

Class of 2020

fight

RED

RED

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# A MESSAGE FROM THE SUPERINTENDENT



Skiatook 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. At Skiatook Public Schools, we are committed to educating and empowering students to be successful citizens of tomorrow.

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 Skiatook Public Schools, 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. Roughly 1,000 stakeholders helped shape the components of this plan, and the support of our Bulldog community is invaluable to our district. 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.

**Missy Bush, Ed.D.**  
*Superintendent*  
*Skiatook Public Schools*

# SKIATOOK PUBLIC SCHOOLS BOARD OF EDUCATION



**Kris DeMauro**  
*School Board President*



**Jesse Madaffari**  
*School Board Vice President*



**Randal Tatum**  
*School Board Clerk*



**Glenn Morgan**  
*School Board Member*



**Alee McLain**  
*School Board Member*

# STRATEGIC PLANNING TEAM MEMBERS



## Student Achievement

- Tim Buck
- Christy White
- Jane Danner
- Susan McGuire
- Shane Azzopardi (not pictured)
- Jennifer Lathrop (not pictured)
- Cy Stallard (not pictured)



## Personnel

- Madi Reed
- Wendy Joice
- Gloria Hale
- Rick Loggins



## Communication, Community, and Culture (C<sup>3</sup>)

- Leah Hoy
- Crimson Gravil
- Sherrie McGuckin
- Jesse Madaffari
- Derek Scheihing (not pictured)
- Amy Gilmore (not pictured)



## Physical and Academic Resources (PAR)

- Darrell Hatfield
- Robyn Fortino
- Jenny McElyea
- Steve Mason
- Gennifer Martinez (not pictured)
- Phylicia Crain (not pictured)



## Student Committee

- Caitlin Donaho
- Keira Burch
- Trey Vaughn
- Nash Roberts
- Allyson Houck

# DISTRICT PROFILE

## SCHOOLS



Skiatook High School (9-12)



Newman Middle School (6-8)

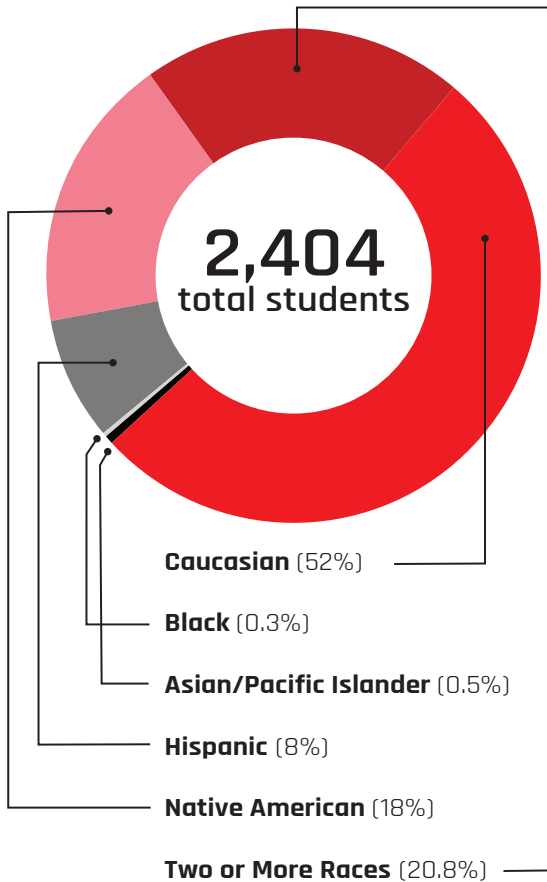


Marris Elementary (EC-1)  
Skiatook Elementary (2-3)  
Skiatook Intermediate Elementary (4-5)

## SOURCES OF DISTRICT REVENUES (ALL FUNDS)



## STUDENT POPULATION



Identified as Gifted and Talented

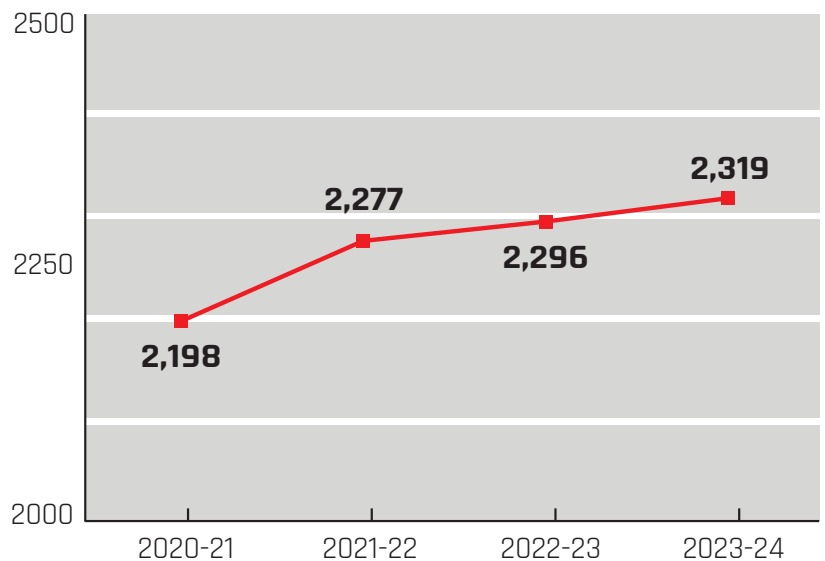


in Special Education Programs



Identified as English Language Learners (ELL)

## ENROLLMENT TRENDS



## EMPLOYEES



Teachers\*



Counselors



School Administrators



Support Staff

\*24.8% with advanced degrees | 11.8 average years teaching experience

# EXECUTIVE SUMMARY

Skiatook Public Schools is committed to educating and empowering students to be successful citizens of tomorrow. The Skiatook Public School District embarks on a transformative journey with a comprehensive 5-year strategic plan designed to propel student achievement, cultivate a skilled and engaged personnel base, foster a vibrant community connection, and optimize physical and academic resources. This narrative highlights the overarching goals, specific objectives, and key initiatives to guide the district towards a future of sustained excellence.

Student achievement for all is at the forefront of the plan. To address diverse learning needs, the district will continue to implement a robust Response to Intervention (RTI) initiative, offering personalized support for students facing academic challenges as well as providing opportunities for students who have mastered required content. Simultaneously, a curriculum enhancement initiative emphasizing curriculum alignment and standards based teaching will be undertaken to foster a deeper understanding of core content areas. To improve college and career readiness, the district will extend the Individual Career Academic Plan (ICAP) initiative into the elementary grades guiding students through personalized pathways that align with their academic and career aspirations. This initiative aims to equip students with the skills and knowledge necessary for success beyond the classroom.

A student-centered learning climate is important. The plan focuses on strengthening ties with the community, by organizing family and community workshops/activities and providing opportunities for active participation. Volunteer opportunities will be expanded, and the "Grow Our Own" initiative will encourage students to explore careers in education. A comprehensive communication plan will be implemented to ensure

transparency and timely information sharing between the district and the community. Current recognition initiatives will be enhanced to celebrate and acknowledge the achievements and contributions of students, staff, and community members, fostering a positive and inclusive culture and climate.

The district will prioritize fiscal responsibilities that maximize their impact on student learning. To enhance academic offerings, the district will seek additional funding and establish a Partners in Education program, fostering collaboration with local businesses and organizations. They will continually attend to maintaining and expanding facilities through bond issues.

This 5-year strategic plan encapsulates the Skiatook Public School District's commitment to academic excellence, personnel development, community engagement, and resource optimization. Through the collaborative implementation of these initiatives, the district aspires to provide a dynamic and supportive educational environment, ensuring the success and well-being of both students and staff for years to come. 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 all students 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/citizenship ready to be successful citizens of tomorrow.

**Skiatook Public Schools is committed to educating and empowering students to be successful citizens of tomorrow.**



# 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 involved gaining 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 surveys 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 these areas.

**August 1–September 15, 2023**

*Community Stakeholder Survey*

**September 12–13, 2023**

*Community Forums*

- *Skiatook High School Auditorium*
- *Chamber of Commerce Meeting*



## 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.

**November 7, 2023**

**November 8, 2023**



### **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, measurable, attainable, results oriented, and time-bound (SMART). On the third day, the 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 9, 2024**

**January 10, 2024**

**February 27, 2024**



### **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 involves working 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 and/or plan is developed and shared.

**May 21, 2024**

# 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**

Skiatook Public Schools expects the graduates of 2033 to possess...

- Effective communication skills
- A mastery of core content
- Organization, goal setting, and time management skills
- Critical thinking skills
- Financial skills
- The ability to use technology
- Collaboration skills
- Skills to locate and use information
- Life skills

These expectations, combined with opportunities to acquire the essential skills and increase global awareness, will prepare students to become productive citizens.

## **CORE BELIEFS**

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

- Community service
- Relevant content
- Collaboration opportunities
- Opportunities for creativity and innovative experiences
- Counseling
- Education about post-high-school opportunities
- Literacy across all content areas
- Opportunities for enrichment
- Community support
- Opportunities to address students' strengths and weaknesses
- Skills to locate, evaluate, and use information

Classroom teaching and learning paired with student use of technology, family support, and remediation will provide future success for Skiatook students.

## **CORE VALUES**

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

- Quality teachers
- A respectful and nurturing environment
- School buildings and grounds
- Strong leadership
- A safe and efficient environment
- Up-to-date technology
- Adequate finances
- Quality programs
- Health issues of students
- School and community connections
- Innovative teaching
- Student-centered learning

By upholding these values, Skiatook Public Schools will create an environment that provides student-centered learning and meets the needs of all students.

# STRATEGIC GOAL SUMMARY



## Goal Area #1

*Student Achievement*

### Objective 1: Improve Mastery of Core Content Areas

- » Initiative: Response to Intervention (RtI)
- » Initiative: Curriculum Professional Development Plan

### Objective 2: Improve College and Career Readiness

- » Initiative: Individual Career Academic Plan (ICAP)



## Goal Area #2

*Personnel*

### Objective 1: Recruit and Retain Superior Staff

- » Initiative: Teacher Induction Program
- » Initiative: District Certified Staffing/Recruiting Plan
- » Initiative: Employee Assistance Program
- » Initiative: Non-Certified Staff Retention Plan

### Objective 2: Provide quality staff development

- » Initiative: Professional Development Plan



## Goal Area #3

*Communication, Community, and Culture (C<sup>3</sup>)*

### Objective 1: Increase Community Involvement

- » Initiative: Family/Community Workshops/Activities

### Objective 2: Increase communication

- » Initiative: Communication Plan

### Objective 3: Increase a Positive School Culture

- » Initiative: Recognition Program for Students/Staff



## Goal Area #4

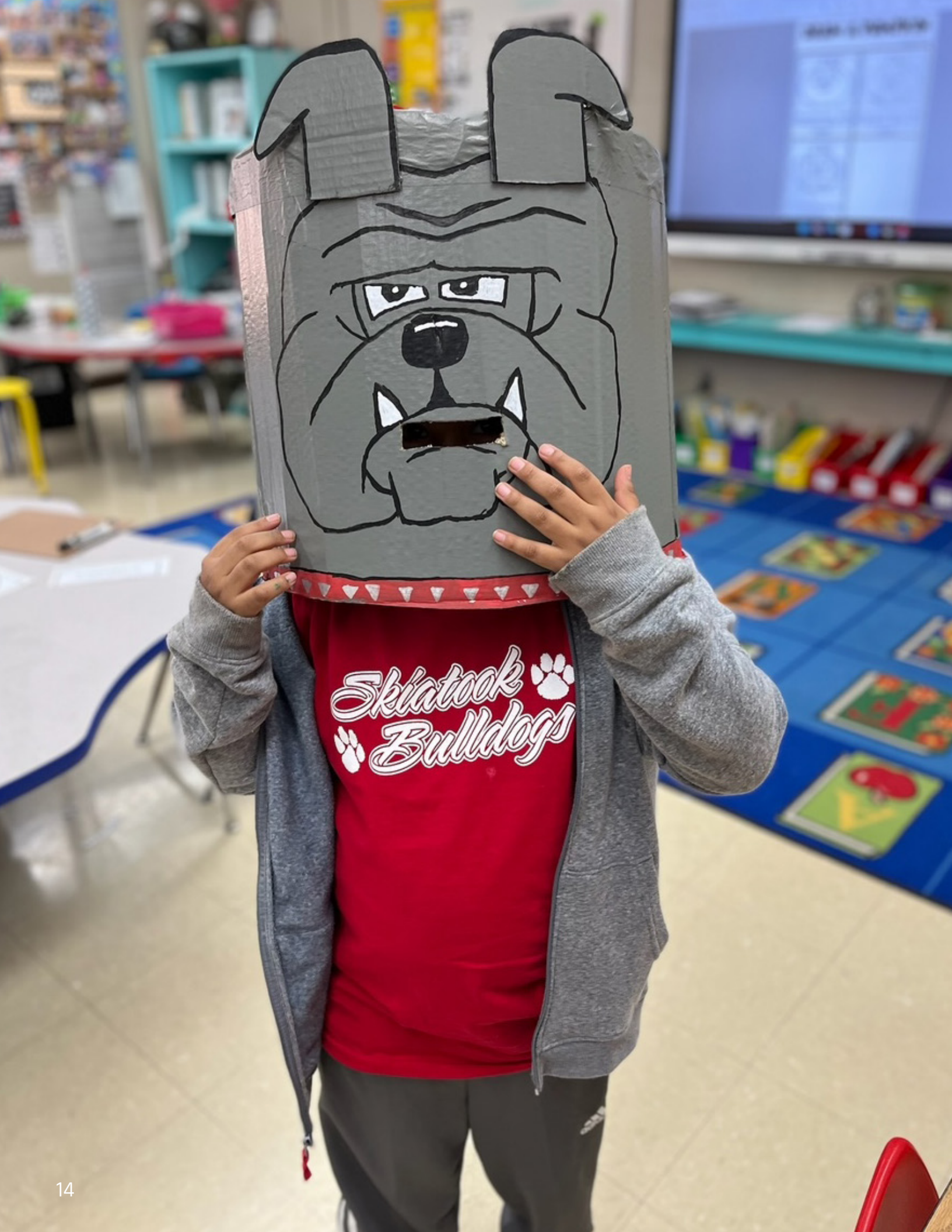
*Physical and Academic Resources (PAR)*

### Objective 1: Expand and Maintain Existing Academic Resources

- » Initiative: Funding
- » Initiative: Partners in Education Program

### Objective 2: Build and Maintain Safe Facilities

- » Initiative: Bond Issue





## **Goal Area #1**

### *Student Achievement*

#### **Objective 1: Improve Mastery of Core Content Areas**

- » Initiative: Response to Intervention (RtI)
- » Initiative: Curriculum Professional Development Plan

#### **Objective 2: Improve College and Career Readiness**

- » Initiative: Individual Career Academic Plan (ICAP)



# GOAL AREA #1

## STUDENT ACHIEVEMENT

### OBJECTIVE 1 Improve Mastery of Core Content Areas

**RATIONALE** If we improve mastery of core content areas, we will honor our community's expectations to achieve mastery of core content.

<b>INITIATIVE 1</b> Response to Intervention (RtI)	<b>ACTION STEPS</b>	<b>TIMELINE</b>
	Assess current implementation, assess needs at each school site, and determine steps/plan for implementation. (WIN [What I Need]/GRIT [Growth Requires Intensive Teamwork], EL, Skillbuilder.)	2024-25
	Create a systematic tiered structure of targeted interventions for each site within collaborative teams. (WIN [What I Need]/GRIT [Growth Requires Intensive Teamwork], EL, Skillbuilder.)	2024-25
	Implement site RtI plans annually. (WIN [What I Need]/GRIT [Growth Requires Intensive Teamwork], EL, Skillbuilder.)	2024-25
	Provide professional development for all teachers on common language, teaching forms, targeted intervention, and enrichment strategies annually, or as needed. (WIN [What I Need]/GRIT [Growth Requires Intensive Teamwork], EL, Skillbuilder.)	2025-26 Ongoing
	Develop specific site plans for RtI that align vertically within collaborative teams (common formative assessments, intervention strategies, structures). (WIN [What I Need]/GRIT [Growth Requires Intensive Teamwork], EL, Skillbuilder.)	2026-27
	Monitor and adjust plans as needed.	Ongoing





# GOAL AREA #1 STUDENT ACHIEVEMENT

## OBJECTIVE 1 Improve Mastery of Core Content Areas

**RATIONALE** If we improve mastery of core content areas, we will honor our community's expectations to achieve mastery of core content.

### **INITIATIVE 2** Curriculum Professional Development Plan

#### **ACTION STEPS**

#### **TIMELINE**

Assess curricular professional development needs annually (short-term and long-term).

2024-25

Ensure a short-term and long-term curricular focus in the five-year professional development plan.

2025-26

Implement professional development in identified areas of need with certified and noncertified staff annually (as needed/when applicable).

2025-26

Monitor implementation of instructional strategies and student data from NWEA (Northwest Evaluation Association), CFAs (Common Formative Assessments), OSTP (Oklahoma State Testing Program), and ACT (American College Testing) to determine strengths, gaps, and weaknesses in achievement.

Ongoing



# GOAL AREA #1 STUDENT ACHIEVEMENT

## OBJECTIVE 2 Improve College and Career Readiness

**RATIONALE** If we can provide more opportunities that address students’ strengths and weaknesses, then we will honor our community’s core values by further readying students for college and future careers.

### **INITIATIVE 1** Individual Career Academic Plan (ICAP)

#### **ACTION STEPS**

#### **TIMELINE**

Disseminate ICAP information to all stakeholders annually.	2024-25
Develop and enhance partnerships in the community to increase career shadowing and internship opportunities.	2024-25
Develop and enhance college and career awareness activities in 6th–12th grades. Activities might include: <ul style="list-style-type: none"> <li>• Career fairs</li> <li>• Career interest surveys</li> <li>• Embedded ACT preparedness (high school)</li> <li>• Guest speakers</li> <li>• College campus visits</li> </ul>	2025-26
Develop and implement college and career readiness activities. Activities will focus on developing/enhancing the following skills: <ul style="list-style-type: none"> <li>• Communication</li> <li>• Leadership</li> <li>• Critical thinking</li> <li>• Technology</li> <li>• Time management</li> <li>• Personal financial literacy (high school only)</li> <li>• College and career admission test prep readiness</li> </ul>	2025-26
Expand and enhance college and career awareness activities in pre-kindergarten–5th grades. Activities might include: <ul style="list-style-type: none"> <li>• Field trips</li> <li>• Career exploration activities</li> <li>• Guest speakers</li> </ul>	2026-27



# GOAL AREA #1 STUDENT ACHIEVEMENT

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1: Improve Mastery of Core Content Areas	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 62.8% of kindergarten students will score at or above the Grade Level Mean Rasch Unit (RIT) according to the End of Year (EOY) Reading Northwest Evaluation Association Measures of Academic Progress (NWEA MAP) Growth Data Assessment.	57.8%	P	I	I	I	R
By 2029, 50.5% of 1st grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	45.5%	P	I	I	I	R
By 2029, 56.1% of 2nd grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	51.1%	P	I	I	I	R
By 2029, 75.3% of 3rd grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	70.3%	P	I	I	I	R
By 2029, 64.5% of 4th grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	59.5%	P	I	I	I	R
By 2029, 74.4% of 5th grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	69.4%	P	I	I	I	R
By 2029, 52.8% of 6th grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	47.8%	P	I	I	I	R
By 2029, 57% of 7th grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	52%	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #1 STUDENT ACHIEVEMENT

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1 (con't): Improve Mastery of Core Content Areas	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 54.1% of 8th Grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	49.1%	P	I	I	I	R
By 2029, 57% of 9th Grade students will score at or above the Grade Level Mean RIT according to the EOY Reading NWEA MAP Growth Data Assessment.	52%	P	I	I	I	R
By 2029, 53.6% of Kindergarten students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment.	48.6%	P	I	I	I	R
By 2029, 47.8% of 1st Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment.	42.8%	P	I	I	I	R
By 2029, 56.6% of 2nd Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment	51.6%	P	I	I	I	R
By 2029, 78.6% of 3rd Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment.	73.6%	P	I	I	I	R
By 2029, 56.9% of 4th Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment	51.9%	P	I	I	I	R
By 2029, 64.7% of 5th Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment	59.7%	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #1 STUDENT ACHIEVEMENT

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1 (con't): Improve Mastery of Core Content Areas	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 50.5% of 6th Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment.	45.5%	P	I	I	I	R
By 2029, 49.7% of 7th Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment	44.7%	P	I	I	I	R
By 2029, 49.7% of 7th Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment	44.7%	P	I	I	I	R
By 2029, 54.7% of 8th Grade students will score at or above the Grade Level Mean RIT according to the EOY Math NWEA MAP Growth Data Assessment.	49.7%	P	I	I	I	R
By 2029, 45% of 9th Grade students will score at or above the Grade Level Mean RIT according to the EOY MathNWEA MAP Growth Data Assessment.	40%	P	I	I	I	R
By 2029, 67% of 5th grade students will score at or above the Grade Level Mean RIT according to the EOY Science NWEA MAP Growth Data Assessment.	62%	P	I	I	I	R
By 2029, 57.8% of 6th grade students will score at or above the Grade Level Mean RIT according to the EOY Science NWEA MAP Growth Data Assessment.	52.8%	P	I	I	I	R
By 2029, 55.7% of 7th grade students will score at or above the Grade Level Mean RIT according to the EOY Science NWEA MAP Growth Data Assessment.	50.7%	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #1 STUDENT ACHIEVEMENT

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1: Improve Mastery of Core Content Areas	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 62.1% of 8th grade students will score at or above the Grade Level Mean RIT according to the EOY Science NWEA MAP Growth Data Assessment.	57.1%	P	I	I	I	R
By 2029, 47% of 3rd Grade students will score at or above proficient on the English Language Arts (ELA) exam according to the Oklahoma State Testing Program (OSTP).	42%	P	I	I	I	R
By 2029, 45% of 4th Grade students will score at or above proficient on the ELA exam according to the OSTP.	24%	P	I	I	I	R
By 2029, 45% of 5th Grade students will score at or above proficient on the ELA exam according to the OSTP.	40%	P	I	I	I	R
By 2029, 40% of 6th Grade students will score at or above proficient on the ELA exam according to the OSTP.	35%	P	I	I	I	R
By 2029, 31% of 7th Grade students will score at or above proficient on the ELA exam according to the OSTP.	26%	P	I	I	I	R
By 2029, 24% of 8th Grade students will score at or above proficient on the ELA exam according to the OSTP.	19%	P	I	I	I	R
By 2029, the Academic Growth Indicator Value (Special Education ELA) will be 87.3 according to the State Report Card Academic Growth Indicator.	82.3%	P	I	I	I	R
By 2029, 58% of 3rd Grade students will score at or above proficient on the math exam according to OSTP.	55%	P	I	I	I	R
By 2029, 52% of 4th Grade students will score at or above proficient on the math exam according to OSTP.	47%	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #1 STUDENT ACHIEVEMENT

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1: Improve Mastery of Core Content Areas	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 59% of 5th Grade students will score at or above proficient on the math exam according to OSTP.	54%	P	I	I	I	R
By 2029, 25% of 6th Grade students will score at or above proficient on the math exam according to OSTP.	20%	P	I	I	I	R
By 2029, 30% of 7th Grade students will score at or above proficient on the math exam according to OSTP.	25%	P	I	I	I	R
By 2029, 20% of 8th Grade students will score at or above proficient on the math exam according to OSTP.	15%	P	I	I	I	R
By 2029, the Academic Growth Indicator Value (Special Education Math) will be 93.5, according to the State Report Card Academic Growth Indicator.	88.5	P	I	I	I	R
By 2029, 48% of 5th Grade students will score at or above proficient on the science exam according to the OSTP.	45%	P	I	I	I	R
By 2029, 49.5% of 8th Grade students will score at or above proficient on the science exam according to the OSTP.	47%	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #1

## STUDENT ACHIEVEMENT

### TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 2: Individual Career Academic Plan (ICAP)	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 80% of Juniors and Seniors will have participated in a post-secondary preparation program. (ie: AP Courses, Concurrent Enrollment, Career Tech, or Student Internships)	61.06%	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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## Goal Area #2

### *Personnel*

#### **Objective 1: Recruit and Retain Superior Staff**

- » Initiative: Teacher Induction Program
- » Initiative: District Certified Staffing/Recruiting Plan
- » Initiative: Employee Assistance Program
- » Initiative: Non-Certified Staff Retention Plan

#### **Objective 2: Provide Quality Staff Development**

- » Initiative: Professional Development Plan



# GOAL AREA #2

## PERSONNEL

### OBJECTIVE 1 Recruit and Retain Superior Staff

**RATIONALE** If we recruit and retain superior staff, we will honor our community’s values, beliefs, and expectations because our community values quality teachers.

#### INITIATIVE 1 Teacher Induction Program

#### ACTION STEPS

#### TIMELINE

Research new teacher induction programs to identify successful programs that are in place in other school districts.	2024-25
Meet with certified staff who have been in the district for fewer than two years to identify areas in which they feel like they could have used additional support.	2024-25
Interview participants at the end of each school year for program feedback.	2024-25
Develop a comprehensive three-year teacher induction program based on knowledge gained from research and staff feedback.	2025-26
Fully implement a three-year teacher induction program.	2026-27
Analyze data and revise the program as needed.	2027-28



# GOAL AREA #2 PERSONNEL

## OBJECTIVE 1 Recruit and Retain Superior Staff

**RATIONALE** If we recruit and retain superior staff, we will honor our community’s values, beliefs, and expectations because our community values quality teachers.

### INITIATIVE 2 District Certified Staffing/Recruiting Plan

ACTION STEPS	TIMELINE
Identify upcoming staffing needs.	2024-25
Update the current exit interview process that provides information as to why an employee is leaving their current position.	2024-25
Determine the need and interest for a Grow Your Own Teacher program. <ul style="list-style-type: none"> <li>• Survey students over their interest in a class for students interested in becoming teachers.</li> <li>• Survey students' interest in taking an internship during the school day to help at schools and jobs in our community.</li> <li>• Based on survey results, recruit a teacher for the Grow Your Own Teacher class.</li> <li>• Promote the class.</li> <li>• Implement the class.</li> <li>• Evaluate class satisfaction and the number of students entering the teaching profession after graduation.</li> <li>• Monitor and adjust the program as needed.</li> </ul>	2024-25
Improve, maintain, and grow the incentives we have (e.g. daycare, new teacher program, class sizes).	2024-25
Annually analyze exit interview data to determine district strengths, weaknesses, and potential action steps to increase retainment.	2025-26
Develop intentional partnerships with surrounding colleges and communities to offer opportunities for their students to connect with Skiatook Public Schools in their coursework (research, observations and student teaching).	2025-26
Appoint a public relationship/marketing committee to promote Skiatook. Potential promotional materials to be created could include: <ul style="list-style-type: none"> <li>• Fairs</li> <li>• Flyers</li> <li>• Videos</li> </ul>	2026-27
Develop a recruiting committee to include building leaders and HR director.	2026-27



# GOAL AREA #2 PERSONNEL

## OBJECTIVE 1 Recruit and Retain Superior Staff

**RATIONALE** If we recruit and retain superior staff, we will honor our community’s values, beliefs, and expectations because our community values quality teachers.

### INITIATIVE 3 Employee Assistance Program

#### ACTION STEPS

#### TIMELINE

Survey employees to find out the areas of self-care in which they would be interested.

2025-26

Identify resources/agencies that are available to meet the identified needs.

2026-27

Communicate resources/agencies to staff.

2026-27

Collect feedback from employees utilizing resources/agencies to determine the effectiveness of resources and adjust as needed.

2027-28



# GOAL AREA #2 PERSONNEL

## OBJECTIVE 1 Recruit and Retain Superior Staff

**RATIONALE** If we recruit and retain superior staff, we will honor our community’s values, beliefs, and expectations because our community values quality teachers.

### INITIATIVE 4 Non-Certified Staff Retention Plan

ACTION STEPS	TIMELINE
Interview first-year employees at the end of the year to gather participant feedback.	2024-25
Develop an implementation plan to include district administrators/directors working to develop the onboarding process with training protocol.	2025-26
Create an induction program for support staff.	2026-27
Create and administer a program evaluation to be reviewed each semester to monitor program success.	2026-27
Analyze data and revise the program as needed.	2027-28



# GOAL AREA #2

## PERSONNEL

### OBJECTIVE 2 Provide Quality Staff Development

#### RATIONALE

If we provide quality staff development, we will honor our community’s values, beliefs, and expectations because our community values opportunities for students to engage in creative and innovative experiences.

#### INITIATIVE 1 Professional Development Plan

ACTION STEPS	TIMELINE
Survey staff annually to determine professional development needs.	2024-25
Based upon survey results and the fall 2023 community survey, develop a five-year professional development plan.	2025-26
Implement and evaluate professional development activities.	2025-26
Provide professional development (PD) to maintain the core district programs: Collaborative Teams, Leader in Me, and Project Lead the Way (PLTW)—Science, Technology, Engineering, and Math (STEM) Curriculum.	2026-27
Review the plan annually and adjust the plan as needed.	2026-27



# GOAL AREA #2 PERSONNEL

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1: Recruit and Retain Superior Staff	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 90% of certified staff members will be retained.	86%	P	I	I	I	R
By 2029, 90% of non-certified staff members will be retained.	84%	P	I	I	I	R
By 2029, the district will have a three-year teaching induction program.	TBD	P	P	I	I	R
By 2029, the district will have TBD partnerships with colleges and universities to enhance the teacher recruitment process.	TBD	P	I	I	I	R
By 2029, the district will provide an elective class that promotes the teaching profession.	TBD	P	I	I	I	R
By 2029, the district will have a formal induction program for non-certified staff.	TBD	P	P	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #2

## PERSONNEL

### TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 2: Provide Quality Staff Development	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, a five-year professional development plan will be developed and implemented according to programs data.	TBD	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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### **Goal Area #3**

*Communication, Community, and Culture (C<sup>3</sup>)*

**Objective 1: Increase Community Involvement**

» Initiative: Family/Community Workshops/Activities

**Objective 2: Increase Communication**

» Initiative: Communication Plan

**Objective 3: Increase a Positive School Culture**

» Initiative: Recognition Program for Students/Staff



# GOAL AREA #3

## COMMUNICATION, COMMUNITY, AND CULTURE (C<sup>3</sup>)

### OBJECTIVE 1 Increase Community Involvement

**RATIONALE** If we increase community involvement, we will honor our community's core values to make school and community connections.

#### INITIATIVE 1 Family/Community Workshops/Activities

ACTION STEPS	TIMELINE
Utilize and enhance advisory committees.	2024-25
Conduct an annual survey to determine stakeholder perceptions and address needs determined in the survey.	2024-25
Develop community and business partnerships.	2024-25
Recognize volunteers, community partners, and business partners.	2024-25
Enhance the volunteer opportunities at each site as determined by the advisory committee.	2025-26



# GOAL AREA #3

## COMMUNICATION, COMMUNITY, AND CULTURE (C<sup>3</sup>)

### OBJECTIVE 2 Increase Community Involvement

**RATIONALE** If we increase communication, we will honor our community’s learner expectations for effective communication skills.

#### INITIATIVE 1 Communication Plan

ACTION STEPS	TIMELINE
Increase communication utilizing enhanced parent notification software.	2024-25
Provide access to a short video demonstrating how to use district communication tools efficiently and effectively for stakeholders and staff.	2024-25
Publicize district communication methods at enrollment, parent-teacher conferences, parent night, school and district website, and social media platforms.	2024-25
Determine language needs for communication methods based upon families’ home languages.	2025-26
Enhance our communication plan through our District Communication Committee.	2025-26



# GOAL AREA #3

## COMMUNICATION, COMMUNITY, AND CULTURE (C<sup>3</sup>)

**OBJECTIVE 3** Increase a Positive School Culture

**RATIONALE** If we increase a positive culture, we will honor our community’s core values to have a respectful and nurturing environment.

**INITIATIVE 1**  
Recognition Program for  
Students/Staff

ACTION STEPS	TIMELINE
Enhance recognition programs at each site.	2024-25
Publicize recognitions through a variety of sources (social media, newspaper, community signage, etc.).	2025-26



# GOAL AREA #3

## COMMUNICATION, COMMUNITY, AND CULTURE (C<sup>3</sup>)

### TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1: Increase Community Involvement	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 75% of respondents agree/strongly agree our school's staff collaborate with local community members according to Skiatook Annual Community and Parent Survey.	54.75%	P	I	I	I	R
By 2029, the district will host a minimum of TBD family/community workshops/activities according to district programs data.	TBD	P	I	I	I	R
By 2029, each site and the district will have advisory councils according to district programs data.	100%	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #3

## COMMUNICATION, COMMUNITY, AND CULTURE (C<sup>3</sup>)

### TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 2: Increase Communication	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 75% of respondents will agree/strongly agree that our schools regularly and effectively communicate with them according to the Skiatook Annual Community and Parent Survey.	62.25%	P	I	I	I	R
By 2029, there will be a formal district communication plan according to programs data.	0	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #3

## COMMUNICATION, COMMUNITY, AND CULTURE (C<sup>3</sup>)

### TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 3: Increase a Positive School Culture	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 100% of sites will have “Teacher Shout outs” according to programs data.	40%	P	I	I	I	R
By 2029, 100% of sites will have a support staff recognition program according to programs data.	0%-	P	I	I	I	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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## **Goal Area #4**

*Physical and Academic Resources (PAR)*

### **Objective 1: Expand and Maintain Existing Academic Resources**

- » Initiative: Funding
- » Initiative: Partners in Education Program

### **Objective 2: Build and Maintain Safe Facilities**

- » Initiative: Bond Issue



# GOAL AREA #4 PHYSICAL AND ACADEMIC RESOURCES (PAR)

**OBJECTIVE 1** Expand and Maintain Existing Academic Resources

**RATIONALE**

If we expand and maintain existing academic resources, we will honor our community’s core beliefs and values because our community values quality programs and opportunities for enrichment, creativity, and innovative experiences.

**INITIATIVE 1**  
**Funding**

**ACTION STEPS**

**TIMELINE**

Expand funding for existing academic resources such as PLTW (Project Lead the Way) and Leader In Me.

2024-25

Explore new funding to expand current academic resources/offerings.

2024-25



# GOAL AREA #4 PHYSICAL AND ACADEMIC RESOURCES (PAR)

## OBJECTIVE 1 Expand and Maintain Existing Academic Resources

### RATIONALE

If we expand and maintain existing academic resources, we will honor our community's core beliefs and values because our community values quality programs and opportunities for enrichment, creativity, and innovative experiences.

### INITIATIVE 2 Partners in Education Program

#### ACTION STEPS

#### TIMELINE

Define the purpose, goals, and guidelines for the Partners in Education (PIE) program. (Utilize an information sheet of what the partnership looks like and entails for potential partners.)	2025-26
Develop and administer a needs assessment to each site administrator. Needs would include human, physical, and/or financial aspects.	2025-26
Analyze the needs assessment.	2025-26
Create and develop a list of potential partners (churches, corporations, organizations, etc.) within the district.	2026-27
Recruit partners in education.	2026-27
Match school sites with community partner(s) based on the results of the needs assessment and PIE list.	2026-27
Honor PIE partners for their service to the district through the PIE program. Potential ways to honor community partners might include: <ul style="list-style-type: none"> <li>• Kicking off PIE breakfast to introduce partners to assigned school sites</li> <li>• Recognition on social media</li> <li>• Recognition at school board meetings</li> <li>• Other</li> </ul>	2027-28



# GOAL AREA #4 PHYSICAL AND ACADEMIC RESOURCES (PAR)

## OBJECTIVE 2 Build and Maintain Safe Facilities

**RATIONALE** If we build and maintain safe facilities, then we will honor our core values of school building and grounds.

### INITIATIVE 1 Bond Issue

ACTION STEPS	TIMELINE
Form a bond committee, including staff, community members, parents, and students.	2027-28
Provide tours of all sites for the bond committee.	2028-29
Prioritize and rank the district needs.	2028-29
Develop a bond proposal based on needs assessment.	2028-29
Create a bond campaign for voting.	2028-29
Revisit and evaluate progress of bond projects.	2028-29



# GOAL AREA #4 PHYSICAL AND ACADEMIC RESOURCES (PAR)

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 1: Expand and Maintain Existing Academic Resources	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 75% of all respondents agree or strongly agree that our schools have the resources required to meet the academic needs of every student according to Skiatook Annual Parent and Community Survey.	55.3%	P	I	I	I	R
By 2029, Skiatook Public Schools will pursue TBD grants to expand and maintain existing academic resources according to the FY2029 Grant Report.	TBD	TBD	TBD	TBD	TBD	TBD
By 2029 Skiatook Public Schools will have TBD partners participating in the Partners in Education program.	TBD	TBD	TBD	TBD	TBD	TBD

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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# GOAL AREA #4 PHYSICAL AND ACADEMIC RESOURCES (PAR)

## TIMELINE OF PROJECTED BENCHMARK PERFORMANCE MEASURES

IMPLEMENTATION TIMELINE Objective 2: Build and Maintain Safe Facilities	IMPLEMENTATION YEARS					
	BASELINE	24-25	25-26	26-27	27-28	28-29
By 2029, 100% of school facilities will have received targeted maintenance and improvements according to the district facilities data.	The 2022-23 Facilities Report	P	I	I	I	R
By 2029, 100% of elementary sites will receive playground upgrades according to district facilities data.	0	P	I	I	I	R
By 2029, a minimum of 5 buses will be purchased according to district facilities data.	0	P	I	I	I	R
By 2029, one multi-purpose facility will be added according to district facilities data.	0	I	R	R	R	R
By 2029, the district auditorium will receive 100% of equipment remodel according to district facilities data.	0	I	I	R	R	R
By 2029, one generator will be purchased for district wide use according to district facilities data.	0	I	R	R	R	R

Planning	(P)	Initial Implementation	(I)	Continuous Refinement	(R)
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The Oklahoma State School Boards Association (OSSBA) and the K20 Center for Educational and Community Renewal recognize the Skiatook 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 Skiatook Public Schools' decision making and actions in the coming years. We also would like to acknowledge the dedication of the Planning Team members who contributed their time, expertise, experience, and enthusiasm to the development of the Skiatook Public School District's 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 Skiatook Public School District.

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*Continuous  
Strategic  
Improvement*