



HARDING INDEPENDENCE
CHARTER DISTRICT

2028 Strategic Plan

June 2023

Plan Contents

- Executive Summary
- Background & Context
- Plan for Growth
- Resource Needs
- Implementation Plan
- Appendix

Executive Summary

- Located in Oklahoma City, Harding Independence Charter District is a public charter school that operates two sites, which combined **serve nearly 1,000 diverse students** in 5 - 12.
- Our vision is to **prepare all graduates** for success at any post-secondary educational institution through a college-preparatory environment.
- Our model has proven successful and sustainable: HICD schools has operated since 1998, and our students **consistently outperform** their peers around the city, state, and nationally.
- Our goal is to broaden our impact by **providing an excellent education** to an increased number of students and families in the community.
- We plan to **add an elementary school**, which will feed into our current schools, growing to serve approximately 1,300 students in Oklahoma City. This will require **\$728K funding over the next five years**.
- We are preparing for growth with a particular focus on **four organization-wide priorities**: refining our academic and culture model, recruiting and retaining quality talent, setting up an organizational network, and building out the new elementary school.



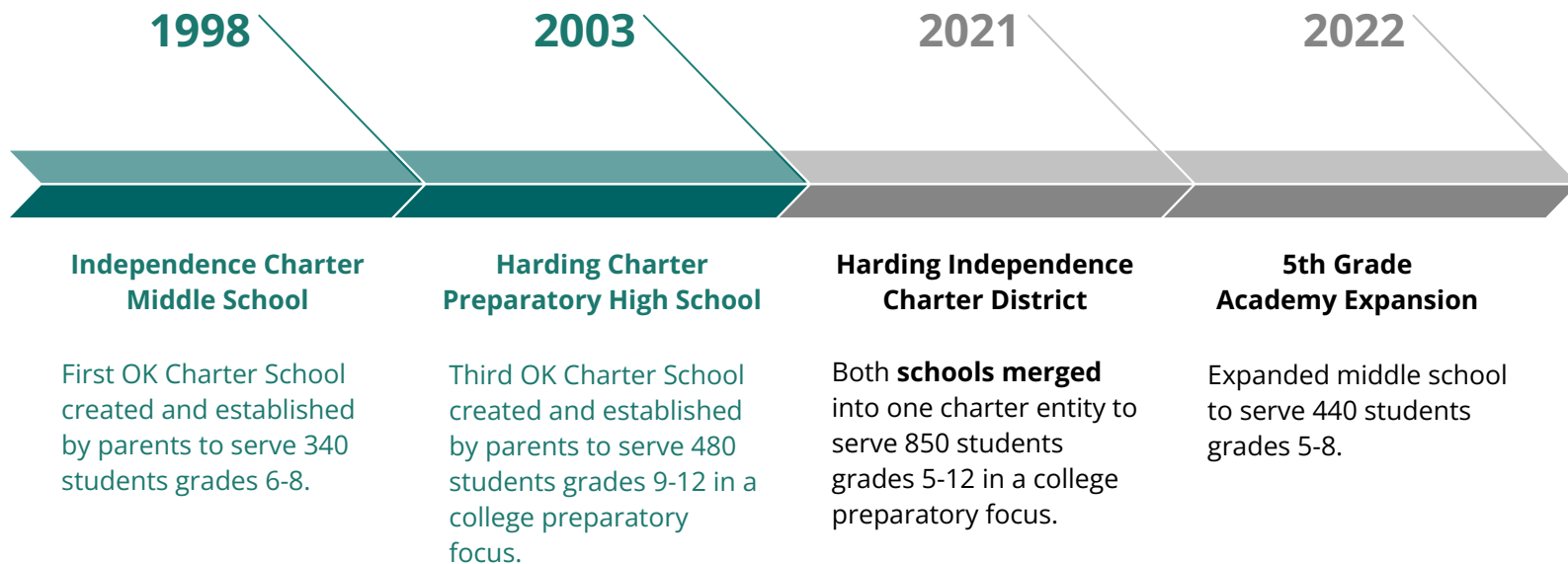
Background & Context

Harding Independence Charter District (HICD) serves students in grades 5-12 in Oklahoma City

Our vision is to
prepare all graduates
for success at any
post-secondary
educational institution.



HICD is newly merged and currently serves 950 students in grades 5-12



Our graduates attend post-secondary institutions at high rates and earn millions in scholarships

Class of 2022 Highlights - 100 Graduates

98% Earned High School Diploma

100% Post-Secondary Admission Rate

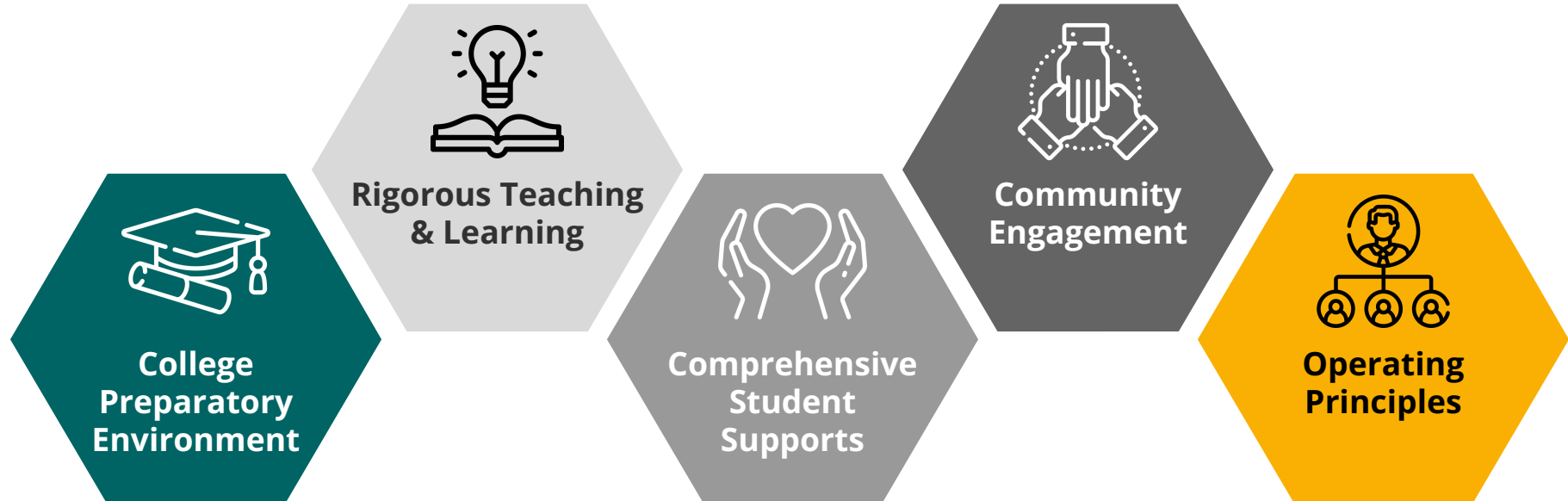
77% Attended Post-Secondary Education

66% Earned College Credit in High School

\$3,708,030 Accumulated Scholarships Earned

Our program model has five core elements

We prepare all graduates for success at any post-secondary educational institution via...



Our core elements prepare all graduates for success at any post-secondary educational institution (1 of 5)



College Preparatory Environment

- We highlight **college and career** opportunities for our students from the earliest ages
- We create opportunities for:
 - students to develop **leadership** and **advocacy** skills
 - involvement in a holistic program including **fine arts, athletics, culturally responsive** programs and activities, and **community service** initiatives

Our core elements prepare all graduates for success at any post-secondary educational institution (2 of 5)



Rigorous Teaching & Learning

- We offer a **challenging, vertically aligned, standards-based curriculum** that prepares students for academic success at the highest levels
- Our teachers implement **engaging instructional strategies** to **support student learning** and **monitor student academic growth** with **high-quality formative and summative assessments**

Our core elements prepare all graduates for success at any post-secondary educational institution (3 of 5)



Comprehensive Student Supports

- We support the success of our students by:
 - offering a **comprehensive school counseling program**
 - implementing **AVID strategies**
 - providing **targeted interventions** and a robust **after-school tutoring program**
 - and building time into our schedule to **intentionally support** students

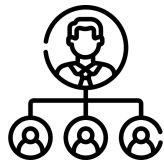
Our core elements prepare all graduates for success at any post-secondary educational institution (4 of 5)



Community Engagement

- We create **strategic partnerships** with **community stakeholders** that enable the success of our students and staff
- We **collaborate** with **families** in many ways throughout the year, offering multiple avenues of **engagement**:
 - monthly service days
 - parent organization meetings and activities
 - parent support to each of our schools
 - membership on our Governance Board

Our core elements prepare all graduates for success at any post-secondary educational institution (5 of 5)



Operating Principles

- We maintain a **small school environment** to ensure that every student is known and valued
- We cultivate a **positive school culture** by supporting **collaboration** and **data-informed decision making** through **distributed leadership**
- We **recruit** a highly qualified and diverse faculty, whom we **retain** by providing high-quality **professional learning opportunities** and establishing **mutually respectful relationships**

We have defined a student success profile, which names four key outcomes for HICD students

Our well-rounded graduates are:

H

Hardworking

Students have strong work ethic, managing their time well to fulfill all responsibilities.

I

Inclusive

Students are kind, compassionate, empathetic and embrace diversity in all its forms.

C

Confident

Students have the academic and life skills to succeed in college and beyond.

D

Determined

Students are growth oriented — they set goals and remained focused to achieve them.

An external review of practices identified key opportunities to address over the next five years...



Program Vision & Design

As HICD adds PK-4, leaders must ensure a clear and coherent program vision and design across all three schools



Data Systems/Practices

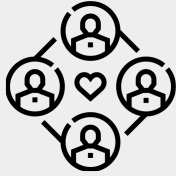
Robust data systems and practices will support strong use of data to support instruction and school management



Fundraising

As HICD grows, a clear fundraising plan and experienced support will enable the district to meet fundraising targets

...and strengths that we can leverage as we continue to grow



Positive Relationships

There's a strong orientation towards building student relationships with each other and with teachers



Community Building

AVID, Advisory, and PowerUp provide times for students and teachers to build community and collaboration



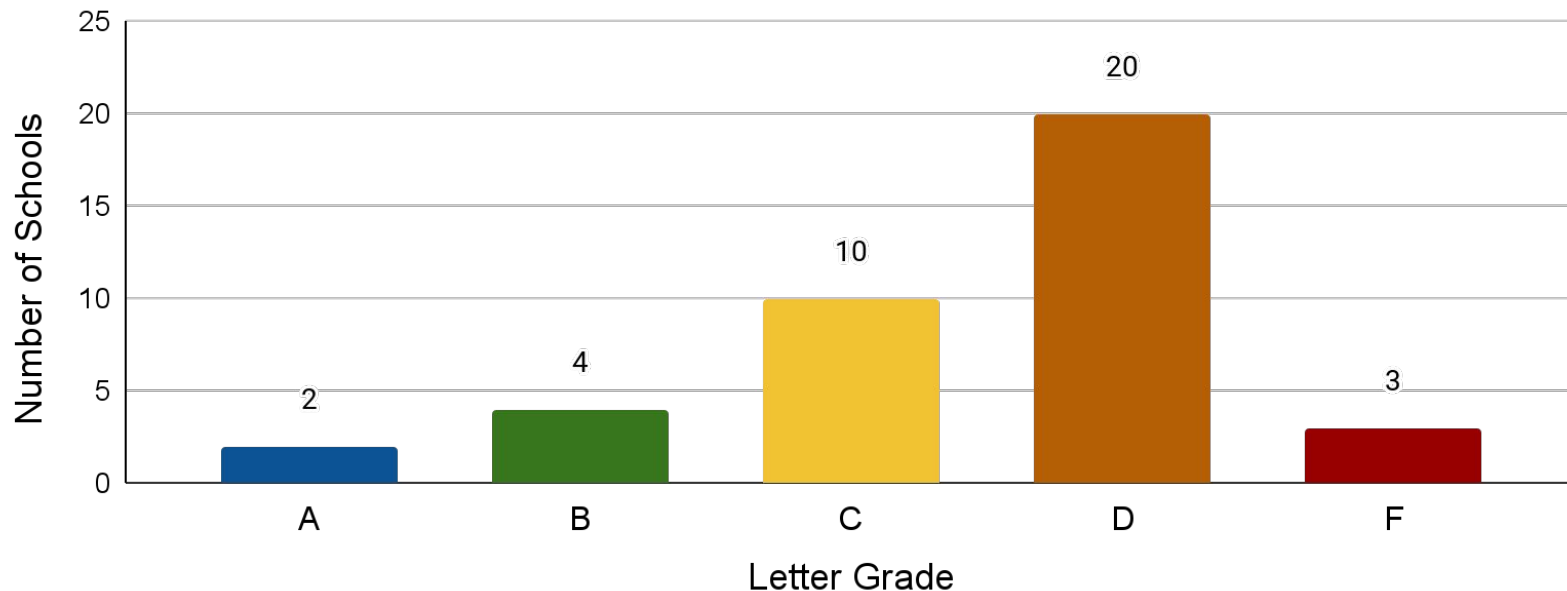
Community Engagement

Families feel informed and heard, volunteer regularly, and serve on the board; community partnerships enhance the program

Plan for Growth

We have identified a need for quality elementary seats in the Oklahoma City area

Oklahoma City Elementary School Report Cards (2021-2022)



Data reflects thirty OKCPS elementary schools and nine OKC public charter elementary schools.

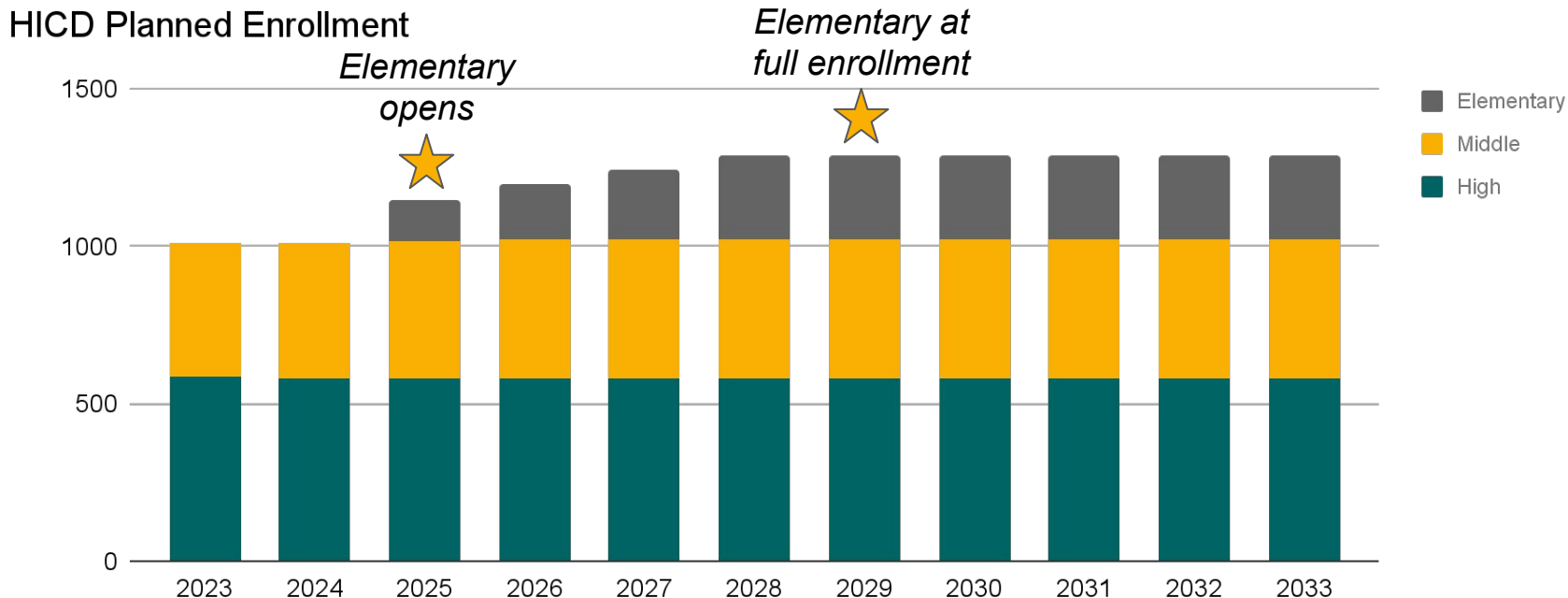
Informed by our current state and long-term vision, we have articulated our intended impact

By 2025, HICD will open a new elementary school in Oklahoma City, allowing us to prepare 1,300 PK-12 students at capacity with the academic and life skills to succeed in four-year universities.

We will measure success by:

- Excellent school performance
- Student achievement and growth at national levels
- High college attendance and graduation rates
- Increase in school applications

When our campuses are fully built out in 2029, we will serve ~1,300 students

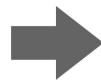


We've identified four priorities to help us achieve our intended impact

- 1 Academic Program** Implement CAI model and monitor impact on academic outcomes
- 2 Talent Development** Create and execute a plan to revamp our talent strategy in light of current context & growth plans
- 3 Culture** Establish a clear and consistent culture vision and expectations
- 4 Organizational Sustainability** Build and implement a plan to remain a sustainable organization with growth

And for each priority, we have outlined key initiatives to implement in the coming years (1 of 4)

Curriculum | Assessment | Instruction



PREPARE

- Create structures and expectations to guide curriculum development
- Develop a framework for Late Start Mondays that includes a schedule, norms, and expectations
- Generate a model for Impact Teams that leverages teacher leadership and expertise

DEVELOP

- Train Impact Team leads to prepare them for each phase of Year 1 LSM work
- Support MS Math Team as they pilot the year 2 PLC approach to Impact Teams
- Provide staff with relevant PD on Impact Teams (PLC)

IMPLEMENT

- Train Impact Team leads to prepare them for each phase of Y2 LSM work
- Implement a PLC approach for Y2 Impact Teams
- Establish shared preps amongst core subject areas.

And for each priority, we have outlined key initiatives to implement in the coming years (2 of 4)

Talent



RECRUIT

- Establish clear district branding
- Utilize social media to actively recruit quality candidates
- Collaborate with entities like Universities to promote the district among potential educators
- Create employee incentives other than salary



RETAIN

- Broaden a staff appreciation program
- Implement an effective instructional coaching program
- Establish mentorship program for teachers new to the district



GROW

- Provide teachers with high quality, relevant professional development
- Expand distributive leadership opps

And for each priority, we have outlined key initiatives to implement in the coming years (3 of 4)

Culture



HIGH EXPECTATIONS

- Refine, build, and implement clear culture structures and expectations to support consistency across the district
- Utilize our evidence-based evaluation model to encourage teacher growth and provide accountability
- Execute communication initiatives on our current Strategic Plan

STUDENT SUPPORTS

- Define Tiered Systems with an Academics, PBIS, SEL, and college/career readiness pillars
- Expand on extra-curricular opportunities and tutoring programs
- Create a comprehensive school counseling program

COMMUNITY ENGAGEMENT

- Research more ways to involve ALL stakeholders
- Develop parental engagement program
- Expand quality partnerships with different community entities to support student outcomes

And for each priority, we have outlined key initiatives to implement in the coming years (4 of 4)

Organizational Sustainability



ROLE CLARITY

- Refine and finalize network staffing that reflects the network philosophy on ownership of each functional area
- Redefine network and school leadership roles based on network staffing decisions
- Re-evaluate school-level staffing assumptions based on effectiveness of added network positions



FINANCE

- Develop dynamic financial model that can be used to determine sustainable staffing levels and strategic investments across the network
- Create a fundraising plan to remain financially sustainable through growth



FACILITY

- Develop a facility plan to identify and secure a building for new elementary school
- Refine elementary school staffing model based on facility size and student enrollment capacity

Resource Needs

We will make a number of key investments to support our strategic plan



Leadership and staffing capacity before schools are fully enrolled



Facility cost prior to full enrollment



Professional development for new network and teacher leaders

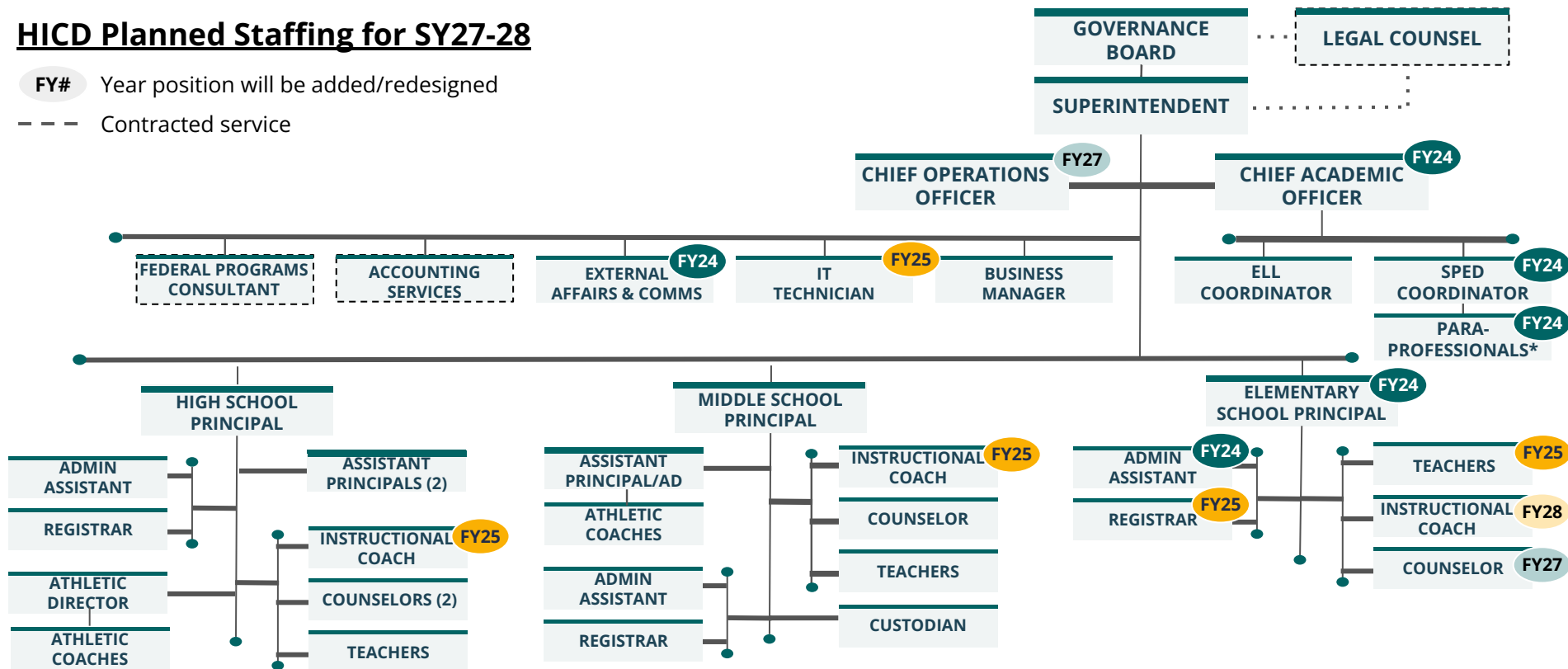


Over the next 5 years, we will invest in centralized roles that will support our intended impact

HICD Planned Staffing for SY27-28

FY# Year position will be added/redesigned

--- Contracted service



*Para-professionals are school-based

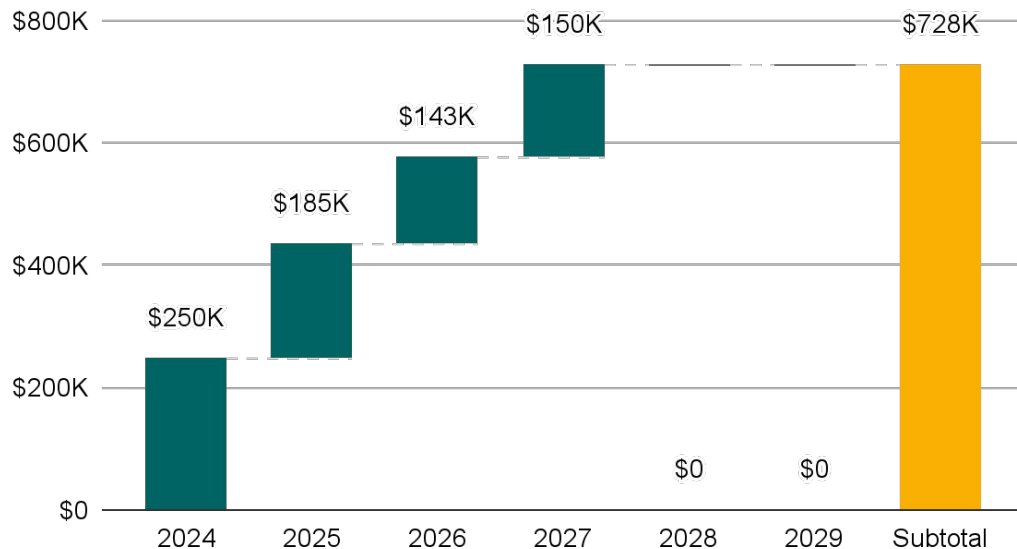
A total fundraising need of \$728K over the next 5 years will support increased impact and sustainability

\$728K

fundraising
need to support
HICD to scale

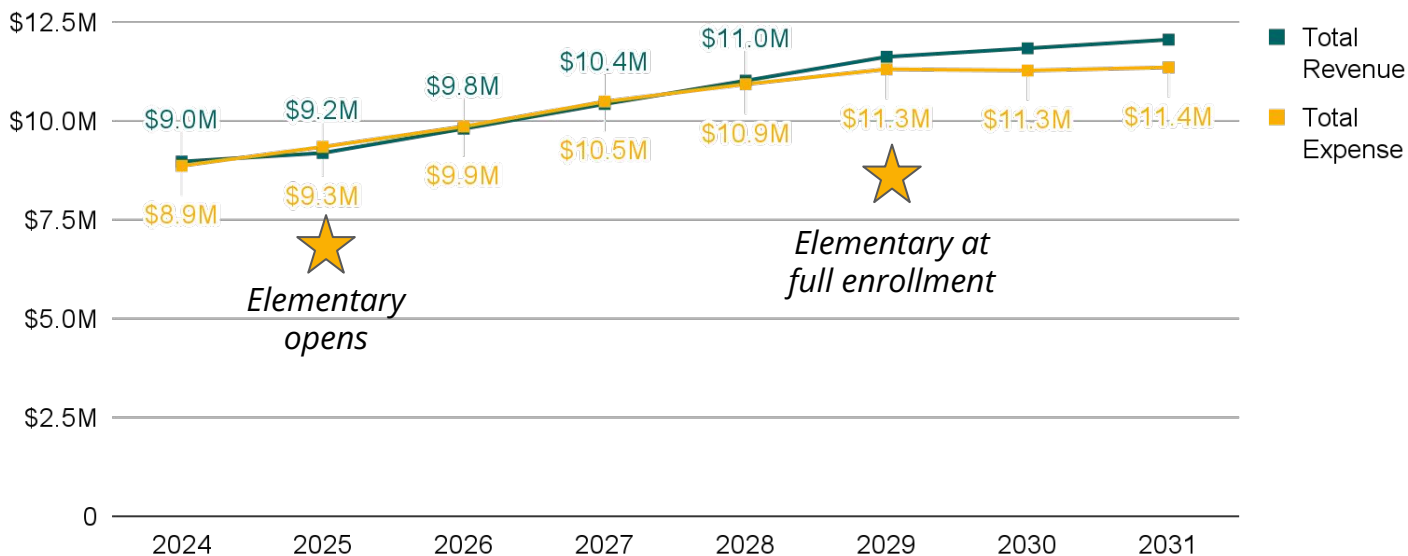
\$2,628 per new seat

Cumulative Fundraising Need (\$K)



HICD's revenue and expenses reflect investment in expansion, staffing, and professional development

HICD Revenue vs Expenses



Implementation Plan

Implementation of the work will be phased over five years

	Year 0: SY22/23	Year 1: SY23/24	Year 2: SY24/25	Year 3: SY25/26	Year 4: SY26/27	Year 5: SY27/28
Curriculum, Assessments, Instruction (CAI)	CAI structures & expectations	C & A development	Impact team full roll out			
	Impact team planning	Math impact team pilot				
Talent	District brand	Marketing & partnerships	Instructional coaching HS/MS	Mentorship Program		Instructional coaching ES
		PD Incentive Program				
Culture	Communications	Structures & expectations		Comprehensive Counseling Prog	Parent Engagement Program	
		Evaluation System		Tiered Systems	Community partnerships	
Org Sustainability	Financial model	Elementary School Facility plan	Open PK - K	Open 1st Grade	Open 2nd Grade	Open 3rd Grade
	Network roles & resp (r&r)		Fundraising plan			
	School leadership r&r	School staff r&r				

We will work to mitigate the most significant risks to our strategy

Risk	Mitigation strategies
Talent: Inability to fill hiring needs to support school growth	<ul style="list-style-type: none">• Prioritize staff retention• Invest in district branding, marketing, and external partnerships• Onboard elementary principal early to support with recruitment and hiring of elementary staff
Facility: Inability to secure a facility for elementary	<ul style="list-style-type: none">• Establish foundation to execute capital campaign• Collaborate with sponsor to seek facility options
Fundraising: Inability to secure funds needed to build a high-quality elementary school	<ul style="list-style-type: none">• Increase capacity to engage in fundraising activities (Superintendent + external affairs role)• Share strategic plan with funders early• Increase district presence in the community