

State of the Oxford Public Schools

Strategic Plan - 2019
Presentation to School Committee - August 26, 2019

Oxford Public Schools - Demographics

2

School Year	Total number of students PreK-12
2019-2020	1,646
2018-2019	1,639
2017-2018	1,685
2016-2017	1,738

Oxford Public Schools - District Budget

3

Budget Fiscal Year	Approved Budget	Percentage increase/decrease from prior year
2019-2020	\$18,066,975	3.4%
2018-2019	\$17,479,976	2.6%
2017-2018	\$17,029,648	3.3%
2016-2017	\$16,489,706	

Strategic Plan - Purpose

4

Strategic Planning provides the Oxford Public Schools with an organizational structure to coordinate and move the District forward.

- The planning process:
 - clarified the direction of the District with community input and identified a common mission and vision;
 - brought to the surface the areas of strength and areas for growth;
 - provided a wider view of our students' and families' immediate and future needs;
 - solidified programmatic priorities so budget/funding sources can be targeted;
 - identified 4 essential strategic priorities that collectively will raise student achievement - with a focus on these 4 priorities, we will ensure that:
 - effective, rigorous instruction occurs in every class every day;
 - there are shared high expectations for all students;
 - students achieve grade-level proficiency; and
 - students graduate from OHS college and career ready.

Strategic Plan - Process

5

- A Strategic Plan Committee was formed in October 2018
 - 17 members on the Committee
 - met monthly beginning in November 2018
 - designed survey questions
- Survey opened to the public for the month of May 2019
 - Committee met to review and code data in June 2019
- Six Focus group meetings were held to dig deeper
 - District priority areas;
 - revising the mission and vision statements; and
 - establishing a set of core values.

Strategic Plan - Survey Questions

6

Total of 26 questions:

- #1-8 basic demographic questions
- #9-12 current and future District priorities
- #13-15 ranking importance of students' education for college or career readiness
- #16 satisfaction with current experience
- #17-18 social emotional needs of students
- #19-22 safety and security
- #23-24 budget
- #25 communication preference
- #26 interest in focus group participation

Strategic Plan Survey - Participants

7

- A total of 629 individuals took the survey
 - 10 Community Members
 - 155 Oxford Public School Employees
 - 329 Parents
 - 136 Students

Strategic Plan Survey - Results

8

District Strengths:

Teachers, Academics, Athletics, Support Staff, Technology

Current Priorities:

Budget, Academics, Standardized Testing, Teachers, Athletics

Immediate Areas for Growth:

Academics, Teachers/Personnel, Budget, Discipline, Administration, Technology

Recommended Priorities:

Academics, Budget, Teachers/Staff, Academic Rigor, Social-Emotional Learning, Technology

Strategic Plan Survey - Results (cont.)

9

Areas for Growth

- Education/Academics (124)
- Teachers/Personnel (102)
- Budget/Funding (78)
- Discipline (34)
- Administration (25)
- Technology (17)
- Facilities (15)

Strategic Plan Survey - Results (cont.)

10

Interesting Findings

- Questions 9 & 10 - 186 participants skipped (strengths & areas for growth)
- Questions 12 and 12A - 443 open responses
- Questions 14-22, - 216 participants skipped (mental health)
- Questions 23 -25 - 223 participants skipped (budget)

Strategic Plan - Focus Groups

11

Six (6) Focus Group sessions were held:

- 4 sessions dug into priority areas from survey results
- 2 sessions worked on revising the District's Mission and Vision Statements
- All participants were asked to select their top 5 District Core Values

Focus Groups - Outcomes

12

Top Priority: Education/Academics

- Need to ensure the basics; reading, writing, math
- Reading comprehension
- Able to respond in own words, critical thinking
- Math at OMS and OHS have solid program
- Needs for parents to understand elementary math to support their child
- OHS academics are “spot on” but guidance support needs improvement
- Need to define and understand what rigor is and deliver
- Provide strength-based feedback to students
- Larger discussion on value and use/application of homework

Focus Groups - Outcomes (cont.)

13

Top Priority: Education/Academics (cont.)

- Increase the number of students meeting or exceeding expectations on MCAS
- Need to differentiate instruction in grades 4 & 5
- Provide classes on life skills for all students (financial, home economics, soft skills)
- Opportunity for OMS students to work in school store
- Align the curriculum to the standards
- Provide rubrics to students
- Use open source teaching materials

Focus Groups - Outcomes (cont.)

14

Top Priority: Teachers/Personnel

- After school help is a plus, especially in math
- Teachers making themselves available is a plus
- Need for better information about students in elementary classroom
- Parents want to know what is going on and not find out about a “small” issue later, want to keep on top of child
- PowerSchool software is a good tool
- Inconsistent timing of grades being put into PowerSchool (OMS & OHS)
- Inconsistent application of late work policy (OHS)

Focus Groups - Outcomes (cont.)

15

Top Priority: Teachers/Personnel (cont.)

- Need for ALL personnel to be positive (Teachers & Aides), affects student attitude and performance
- Teachers should answer emails from parents within 24-48 hours (understand that at OHS students should be gaining responsibility, but parents need to know when students are not)
- Request that Kindergarten teachers see parents earlier than November conferences, need more contact
- Need for Literacy and Math coaching for teachers
- Need for mentoring program for Teachers and Aides

Focus Groups - Outcomes (cont.)

16

Top Priority: Technology

- One-to-One initiative is great
- Concerns related to students' plagiarism, with easy access to sources
 - recommend "Turnitin" software for all written reports from OMS & OHS
- Prodigy is not trenching critical thinking skills
 - "it's just clicking on answers"
- 3rd & 4th graders need to learn how to type
 - more focus on the typing in library rather than free time to play games

Focus Groups - Outcomes (cont.)

17

Top Priority: Technology (cont.)

- Electronic Backpack is good
 - like receiving the reminder notices from OMS
- Prefer emails
 - not on Mondays or Fridays
- Tech Talks with SRO about cell phone apps
 - recommend “in plain site room” set up at OMS and OHS open houses
- Individualized learning - want OXPS to get there
 - flipped classroom
- Future purchases of Technology
 - inform the community why we are purchasing laptops for teachers

Focus Groups - Outcomes (cont.)

18

Top Priority: Budget/Funding

- Out of School District's Control
 - controlled by state and provided by Town
- Will never vote for an override
 - when you don't have enough you are able to make due
 - no trust that the money will go to schools
- Will vote for special projects
 - Technology, Curriculum, Facility Improvements
- Lack of trust from the community rather than budget support
- Bus issues, pay to ride
- Some Town Revenue (growth) each year should go to the schools

Focus Groups - Outcomes (cont.)

19

Top Priority: Discipline

- Mr. Truax is a great addition to OHS
- Parents want more information when issues occur
 - OMS fights; due process (what parents can/cannot know)
 - credible threat vs. not credible threat
- Community acknowledges that vaping/drugs/alcohol are issues
- Parent education needed on:
 - Phone and Social Bullying
 - Social Media and Cyber Bullying
 - Mental Health
 - Restorative Justice
 - Growth Mindset

Focus Groups - Outcomes (cont.)

20

Top Priority: Discipline (cont.)

- Establishing a common vision for student discipline appropriate for each grade level
- Elementary parents do not get information in a timely manner regarding their child's behavior
 - OMS and OHS communication is timely

Focus Groups - Outcomes (cont.)

21

Top Priority: Administration

- Oxford needs stability in its administration
 - Superintendent
 - OHS Principal
- Parents want the Building Principals to address the school's goals
 - Open House, Newsletter
- Administration feelings/vibe gets passed down to staff
 - Needs to be positive
- OMS does the electronic backpack notifications to parents, would like to see that practice in all schools
- Barton Good News Calls, keeps things positive
- Classroom dojo is good
- Continuous communication with parents via email

Focus Groups - Outcomes (cont.)

22

Revised Mission Statement

The Oxford Public School District engages ALL students in a comprehensive and challenging learning experience through high quality instruction that supports each student's academic, social, and emotional development, while fostering a commitment to community so students thrive in a technological global society, prepared for life, college, career, or the military.

Focus Groups - Outcomes (cont.)

23

Revised Vision Statement

It is the vision of the Oxford Public School District that through implementation of best educational practices, utilizing technology and rigorous curriculum, our students will lead and shape the future.

Focus Groups - Outcomes (cont.)

24

Core Values - Building on our Vision

- Academic Excellence
 - Improving our ability each day to perform, achieve, and/or excel in scholastic activities
- High Expectations
 - Setting standards that all students strive to achieve; scholarship, sport, community involvement/service, leadership in school and community, personal character
- Responsibility
 - Embracing opportunities to contribute
- Respect
 - Treating others the way you want to be treated
- Kindness
 - The courage and commitment to show care and concern for others in all our actions

Theory of Action: Putting the Pieces Together

25

IF the Oxford Public School District ensures high quality teaching through implementation of an aligned instructional system:

- Hiring, training, and retention of effective teachers and staff;
- Increased use of a management system that provides access to diagnostic and summative data on student learning;
- Improving teacher practice and school performance through high quality professional development with coaching and mentoring; and
- Reinforcing a culture of open mindedness and collaboration for academic rigor, high standards, accountability, and community partnerships;

THEN students will progress through the Oxford Public Schools graduating from high school ready for college, career, the military, and life as a contributing citizen.

Strategic Objectives

26

- Curriculum, Instruction, and Assessment
- Parent and Community Engagement
- Professional Culture
- Management and Operations
- Social, Emotional, and Health Well-being of Students and Staff

Strategic Initiatives

27

Curriculum, Instruction, and Assessment

- Support teachers in improving their classroom effectiveness through coaching in the area of literacy and mathematics at the elementary and middle school levels
- Support teachers in improving their classroom effectiveness by focusing on analysis and application of student data to improve outcomes for students
- Establish a District-wide Professional Development Plan in collaboration with personnel

Strategic Initiatives

28

Curriculum, Instruction, and Assessment (cont.)

- Establish an instructional environment that fosters critical and creative thinkers and effective communicators in a technological rich environment
- Support teachers in improving collaboration vertically and horizontally by adjusting schedules to provide time needed for such collaboration
- Revise curriculum District-wide to be reflective of current DESE standards and make curriculum available to families

Strategic Initiatives

29

Parent and Community Engagement

- Encourage parental and community collaboration to support student growth and development through effective communication
- Promote student-to-community connections through parent and community involvement in the classroom and in the community
- Engage families in two-way communication about student progress, programs, and performance

Strategic Initiatives

30

Professional Culture

- Ensure that time and resources are available for high quality professional development reflecting staff and program needs
- Promote collegiality and collaboration among faculty, staff, and administration
- Build parental and community support through effective communication with multiple opportunities and collaboration in District and Town programs
- Utilize the in-house expertise of staff for professional development as well as leadership opportunities

Strategic Initiatives

31

Management and Operations

- Work with the Town to establish a School Facility Improvement Plan to ensure yearly capital expenditures to support improvements
- Review, update, and provide staff and students training in District- wide safety protocols such that they reflect best nationwide safety practices
- Ensure that the school lunch program is meeting state regulations and best nutritional practices/regulations
- Continue to build a fiscally sound and conservative budget to meet our students' needs

Strategic Initiatives

32

Social, Emotional, and Health Well-being of Students and Staff

- Increase the District's ability to meet students' social, emotional, and health needs with a focus on how these impact student outcomes.
- To help students develop connections to school and community, and support positive behaviors.
- To empower staff to seek resources offered in the District and create a sense of belonging to the Oxford community.