# Oxford Area SD

Comprehensive Plan | 2025 - 2028

# **Profile and Plan Essentials**

| LEA Type                             |                                | AUN                              |
|--------------------------------------|--------------------------------|----------------------------------|
| Oxford Area School District          |                                | 124156703                        |
| Address 1                            |                                |                                  |
| 125 Bell Tower Lane                  |                                |                                  |
| Address 2                            |                                |                                  |
|                                      |                                |                                  |
| City                                 | State                          | Zip Code                         |
| Oxford                               | PA                             | 19363-1208                       |
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# **Steering Committee**

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#### **LEA Profile**

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The Community of Oxford is located in southwestern Chester County, one of Pennsylvania's three original counties established in 1682 by William Penn, and the fastest growing county in the state according to the 2010 census. When pioneering Scotch-Irish settlers arrived in the region of gently rolling hills, verdant forests, and rushing streams in the first decades of the 18th century, they quickly cleared the fields, planted crops and established homesteads.

By 1767, when the Mason Dixon line finally determined our region's southern border, several small villages had emerged among the farms and water-powered mills that dotted the countryside. Most prominent of these was the hamlet of Oxford, located at the intersection of three major roads: the old post road from Philadelphia to Baltimore, a former Indian pathway leading from the Chesapeake Bay north to Pennsylvania's mountains, and a major east-west route connecting Delaware with Lancaster and beyond.

Oxford slowly grew into a regional commercial, transportation, manufacturing and residential center, becoming one of the first communities in the county to be incorporated as a borough. Cotton milling, chrome mining and agriculture were chief industries in the surrounding townships when the railroad came to Oxford on the eve of the Civil War and led to a half-century of constant growth and prosperity. The town experienced a tenfold increase in population by 1900 and the development of new industries, most of which processed crops from the nearby farms. With prosperity came a frenzy of building activity as a collection of handsome Victorian homes, churches and storefronts appeared on Oxford's streets, giving the town the late 19th century flavor it retains and is enhancing by careful restoration today.

Education has played an important role in the development of the Oxford region for two centuries. Three nearby 18th century classical academies, at Nottingham, New London and Fagg's Manor, trained many prominent citizens, including several leaders of America's revolutionary struggles. In the ensuing years academies existed at Hopewell and at Jordan Bank, the farm of Dr. Evan Pugh, first President of Penn State University. The Dickeys, a prominent family of ministers, educators, and businessmen, established the Oxford Female Seminary in the 1830s, and it was largely through the efforts of John Miller Dickey that Lincoln University, the first degree-granting institution of higher learning for African Americans, was founded near Oxford in 1854.

When Pennsylvania mandated the creation of public schools in the 1830s the municipalities of the Oxford area were quick to respond; soon every township and the borough built school houses and provided free education programs for their children. When a high school curriculum was added in 1878, Oxford had become one of the first communities in the county to take that step. The pioneering tradition continued into the 1960s when the Oxford Area School District opened Pennsylvania's first middle school housing grades six, seven and eight.

Oxford Area School District is approximately 90 square miles in area and is bounded by Avon Grove School District to the east, Octorara School District to the northeast, Solanco School District, Lancaster County, to the west and northwest, and the state of Maryland to the south. The Borough of Oxford, centrally located within the district, is the largest population center. The school district also encompasses the townships of Upper and Lower Oxford, East and West Nottingham, and Elk.

Agriculture remains the primary industry and major land use activity in the district. Herr Foods, Inc. is a snack company located in the community of Nottingham, one

of the larger commercial employers in the district.

Located within commuting distance of cities such as Philadelphia and Lancaster in Pennsylvania; Baltimore in Maryland; and Wilmington and Newark in Delaware, the district is becoming more and more the home for people working in these locales. Just 60 miles southwest of Philadelphia, 30 miles south of Lancaster and 60 miles northwest of Baltimore, this quiet, rural region is being discovered and is growing.

The district's schools include Jordan Bank Elementary School, a full-day kindergarten facility; Elk Ridge Elementary School for grades one and two, Nottingham Elementary School for grades three and four; Hopewell Elementary School for grades five and six; Penn's Grove School for grades seven and eight; and Oxford Area High School for grades nine through 12. The school district administration office is located at 125 Bell Tower Lane and the telephone number is 610-932-6600.

## **Mission and Vision**

#### Mission

The mission of the Oxford Area School District is to have all students achieve academic excellence in a safe and nurturing environment. In partnership with families and the community, we will prepare each student to be a confident, contributing, productive and responsible citizen.

## Vision

Kids first, progress and unity.

#### **Educational Values**

#### **Students**

All students can learn and should actively be involved in their education. Everyone has value and has a responsibility to be a contributing member of society. All individuals are responsible and accountable for their own behavior. Learning is a lifelong process.

#### Staff

Educators and parents working together is critical to students' success. All students can learn and should actively be involved in their education. Learning is a lifelong process.

#### Administration

Educators and parents working together is critical to students' success. All students can learn and should actively be involved in their education. Learning is a lifelong process.

#### **Parents**

Educators and parents working together is critical to students' success. Learning is a lifelong process.

#### Community

Everyone has value and has a responsibility to be a contributing member of society. Learning is a lifelong process.

#### Other (Optional)

# **Future Ready PA Index**

# **Review of the School(s) Level Performance**

# Strengths

| Indicator  | Comments/Notable Observations   |
|--|---|
| Oxford Area High School PVAAS student growth -Significantly Exceeds Expectations on each of the three Keystone Exams   | All students for each of the Keystone Exams, Biology, Literature and Algebra I are in the deep blue for significantly exceeding growth expectations and have a sense of strong belongingness in their school.   |
| Oxford Area High School Keystone Student Achievement scores are all well above the state percentage with Literature at nearly 73% proficient or above  | Oxford Area High School has a strong literary program with all dedicated strong content knowledge teachers following the standard aligned system and utilizing the resources while working in unison with a strong building and district leadership team.   |
| The Oxford Area Elementary schools including Elk Ridge, Nottingham and Hopewell have a standards aligned curriculum and strong educators and administrators resulting in high performance in ELA and math scores beyond the state averages and Hopewell students performed in deep blue, significantly exceeding growth expectations in multiple areas on the PSSA | Hopewell Elementary School had 62.2% of all students in grade 6 perform proficient or advance in English Language Arts, students in both grades 5 and 6 scores beyond the state averages for proficient or advanced in both ELA and math. Nottingham students in grade 4 exceed the state percentages in math at 51.3% compared to state averages of 48.6% while raising the percentage of students proficient in ELA in grade 4 to 50.9% as compared to the state at 51.4% |
| Penn's Grove Middle School students in Spring 2024 had 61.5% of students in grade 7 and 60.7 students in grade 8 score proficient or above on ELA PSSA, these are above state averages   | Teachers understand the curriculum and work with building and district administration to deliver standards based instruction  |

# Challenges

| Indicator   | Comments/Notable Observations   |
|---|---|
| Penn's Grove student scores in grade 7 math falls slightly below the state average at 32.7% while the state average is 34%                                      | Math professional development continues to be provided and needs to be continued to assure fidelity to the curriculum and the Math in Focus resource.   |
| Nottingham students in grade 3 PSSA proficiency or above was at 38.7% in ELA as compared to the state average at 55.8% and math at 48.1% and the state at 51.4% | The Nottingham School has moved to a departmental delivery of instruction and teachers are gaining expertise in two content areas of focus rather than four major content areas. The result of this focus coupled with MTSS is thought to be a positive in moving the achievement scores of students in grade 3 who are first time PSSA takers. |
| Oxford Area High School student attendance  | Students who enter the cohort at later stages from other schools or countries who   |

|   | register, have attendance issues and drop out before graduation.                          |
|---|---|
| Students entering the district with little pre- | Jordan Bank is the district's kindergarten center and note that a large group of students |
| school preparedness                             | enter with little preparedness for the academic challenge                                 |

# Review of Grade Level(s) and Individual Student Group(s)

# Strengths

| odeliguis  |   |
|--|---|
| Indicator OAHS - A high percentage of students scored proficient or above on the Keystone Exams Grade Level(s) and/or Student Group(s) Students in Algebra scored 59.2% proficient or above; In Biology, 48.7% proficient or above and in Literature 72.8% of students scored proficient or above, well above the state averages | Comments/Notable Observations Teachers are delivering a standards aligned curriculum, utilizing research based resources and successful instructional strategies. Teachers are dedicated and committed to providing quality instruction to each of our students.  |
| Indicator OAHS EL students perform at the state average in the Literature Keystone Exam Grade Level(s) and/or Student Group(s) 10% of EL students were proficient or above in the Keystone Literature assessment   | Comments/Notable Observations Student groups who enter the OAHS in later ages with low academic skill levels are making progress in the OAHS  |
| Indicator A high percentage of students with IEPs are demonstrating proficiency or above at a greater than state average Grade Level(s) and/or Student Group(s) 21.4% of grade 5 students are performing at or above proficiency as compared to an average of 18.4% in the state   | Comments/Notable Observations Students with IEPs in the district are performing better than the average in the state and receive instruction from dedicated and committed teachers and administrators.  |
| Indicator Comprehensive electives, STEM courses and extracurricular activities are available at each school. Grade Level(s) and/or Student Group(s) STEM courses begin in grade three and continue through the high school grades  | Comments/Notable Observations The district has a continuum of STEM courses that are vertically aligned throughout the school system and culminate at the high school with courses such as Aerospace engineering or AP courses in the sciences including courses such as AP Physics, AP Calculus, AP Computer Science and many other such honors and AP courses. |

## Challenges

| Indicator Advancing all students academic performance beginning at the earliest grade level Grade Level(s) and/or Student Group(s) Kindergarten readiness and grade three English Language Arts proficiency on the PSSA and in math.  | Comments/Notable Observations Students enter the school system with challenging readiness skills, this requires rigorous curriculum and instructional delivery to advance student achievement level by grade 3. The levels advance by grade 4, yet the district is attempting to level the achievement gap from low early preparation by grade 3.   |
|---|---|
| Indicator Communication of a high variety of course electives and Virtual Academy Program and overall district accomplishments Grade Level(s) and/or Student Group(s) The high school has numerous electives for student selection and college/career preparation, including a virtual program. Promoting all the programs so everyone in the community is aware of all the student opportunities | Comments/Notable Observations Students have opportunities to select many electives that match their interests and also for early college or dual enrollment opportunities. The challenge is to communicate all possible opportunities and to match the electives with student interests. Students who are unable to attend at the brick and mortar school can receive a quality education through a virtual district program. |
| Indicator Safety and Security is always a challenge and a focus of the district Grade Level(s) and/or Student Group(s) All grade levels and student groups  | Comments/Notable Observations Safety and Security is a primary challenge of the district. use of software programs and digital systems is being used to provide additional safety for all students. A SPO is in each school and a roving police vehicle travels the district.   |
| Indicator Student attendance Grade Level(s) and/or Student Group(s) Middle school and high school attendance records  | Comments/Notable Observations Students in grade 7-12 have attendance issues that need to be addressed to advance student achievement and to future career plans. This is particularly true for student groups that enter the school system with educational gaps at an advanced age and would prefer to work for lower wages than to complete an educational high school program.   |

# **Summary**

## **Strengths**

Review the strengths listed above and copy and paste 2-5 strengths which have had the most impact in improving your most pressing challenges.

Oxford Area High School student growth as evidence on PVAAS -Significantly Exceeds Expectations on each of the three Keystone Exams

Oxford Area High School student Keystone Achievement scores are all well above the state percentage with Literature at nearly 73% proficient or above, well above the state average.

The Oxford Area Elementary schools including Elk Ridge, Nottingham and Hopewell have a standards aligned curriculum, strong educators and administrators resulting in high student performance in ELA and math scores beyond the state averages with Hopewell students in deep blue, indicating significantly well exceeding growth expectations in multiple areas on the PSSA

STEM/ STEELS courses begin in grade three and continue through the high school grades

Penn's Grove Middle School students had 61.5% of students in grade 7 and 60.7 students in grade 8 score proficient or above on ELA PSSA

#### **Challenges**

Review the challenges listed above and copy and paste 2-5 challenges if improved would have the most impact in achieving your Future Ready PA index targets.

Penn's Grove grade 7 students proficiency in math falls slightly below the state average at 32.7% while the state average is 34%

Nottingham grade 3 students proficiency on the PSSA was at 38.7% in ELA as compared to the state at 55.8% and math at 48.1% and the state at 51.4%

Advancing all students academic performance in both reading and math beginning at the earliest grade level

Safety and Security in all schools

Communication of a high variety of course electives and district programs including the Hornet Virtual Academy, Dual enrollment, Early College Programs and all programs for community and student awareness

#### **Local Assessment**

#### **English Language Arts**

| Data       | Comments/Notable Observations   |  |
|------------|---|--|
| Study      | The data as well at a with the at at a consequent of the attention of the data as a second of the attention |  |
| Island     | The data correlates with the state assessments, use student benchmarks and review with data teams   |  |
|            | Kindergarten and grades 1 and 2 use the diagnostic three times per year, Grades 3-6 use the diagnostic three times per year.  |  |
| Exact Path | Grades 7 and 8 use the diagnostic twice a year, grades 3-8 use the benchmark three times per year. All data is reviewed with  |  |
|            | data teams. The data correlates with the state assessment   |  |
| Acadianas  | K-4 use assessment three times per year. The data demonstrates the level that students are performing at in the primary   |  |
| Acadience  | grades.   |  |

## **English Language Arts Summary**

# **Strengths**

The local assessments are closely aligned with instructional practices to advance student achievement.

The use of data provides collaboration between teachers to advance achievement for all student subgroups.

The multi-tiered support system of instruction advances student achievement in ELA.

Curriculum committees K-12 review vertical alignment to ensure all students are receiving a standards focused comprehensive instruction.

#### **Challenges**

| Raising all students' performance in the primary grades to be proficient in reading by grade three                         |
|--|
| Raise ELL students' proficiency scores to be more consistent with the general student population                           |
| Increase school attendance for students throughout the district to increase student participation and academic performance |
| Kindergarten student preparedness would increase opportunity for increased student ELA achievement                         |

#### **Mathematics**

| Data       | Comments/Notable Observations  |  |
|------------|--|--|
|            | Kindergarten and grades 1 and 2 use the diagnostic three times per year, Grades 3-6 use the diagnostic three times per year. |  |
| Exact Path | Grades 7 and 8 use the diagnostic twice a year, grades 3-8 use the benchmark three times per year. All data is reviewed with |  |
|            | data teams. The data correlates with the state assessment  |  |
| Study      | The data correlates with the state accomments was benchmark and review with data teams                                       |  |
| Island     | The data correlates with the state assessments, use benchmark and review with data teams                                     |  |
| Acadience  | K-4 use assessment three times per year. The data demonstrates the level that students are performing at in the primary      |  |

grades. MIF is a key resource and the growth measure provides data for effective instructional decisions

#### **Mathematics Summary**

#### **Strengths**

Math in Focus is a researched based program used by the district and is advancing student understanding of math as articulated in the K-12 curriculum committee meetings.

The multi-tiered support system of instruction advances student achievement in math.

The use of data provides collaboration between teachers to advance achievement for all student subgroups.

Curriculum committees K-12 review vertical alignment to ensure all students are receiving a standards focused comprehensive instruction.

#### **Challenges**

Raising all students' performance in the primary grades to be proficient in math by grade three

Raise ELL student proficiency scores to be more consistent with the general student population

Kindergarten students preparedness would increase opportunity for increased ELA achievement

Increase school attendance for students throughout the district to increase student participation and academic performance

## Science, Technology, and Engineering Education

| Data  | Comments/Notable Observations   |
|---|---|
| Study Island  | Grades 5-12 use data from study island to correlate with state assessment |
| Study Island  | measures  |
| Curriculum based assessments through "Into Science" | Curriculum is aligned with the STEELS standards and provides lab sessions |
| resource  | Curriculum is aligned with the STEELS standards and provides tab sessions |
| Common assessments                                  | Assessments provide a continuum of educational achievement measures       |

# Science, Technology, and Engineering Education Summary

#### **Strengths**

STEM program begins in the district in grade 3, while a STEEL curriculum is available as early as grade K

Collaboration of STEM\ STEELS teachers in grades 3-12 in addition to the curriculum committee K-12

Updated STEELS curriculum newly aligned to the standards and reviewed on a four year curriculum cycle

Computer Science courses in addition to numerous AP Science opportunities for students

## Challenges

The new assessment and achievement measures for grade five in 2025

Eight grade science achievement performance increase

Increase school attendance for students throughout the district to increase student participation and academic performance

Time needed for hands on labs to provide effective STEELS instruction

#### **Related Academics**

#### **Career Readiness**

| Data  | Comments/Notable Observations                                       |  |
|---|---|--|
| Dual Enrallment Programs  | The district has numerous dual enrollment programs with numerous    |  |
| Dual Enrollment Programs  | colleges and university with diverse programming                    |  |
| Participation in TCUS   | A high number of students participate in the technical college high |  |
| Participation in TCHS   | school preparing for careers in the technical skills                |  |
| Students achieve career artifacts beginning in grade Kindergarten | Students explore careers and understanding the pathways to          |  |
| and have an excessive number of career artifacts                  | accomplish these goals.   |  |

## **Career and Technical Education (CTE) Programs**

True Career and Technical Education (CTE) Programs Omit

#### **Arts and Humanities**

True Arts and Humanities Omit

## **Environment and Ecology**

**True** Environment and Ecology Omit

# **Family and Consumer Sciences**

True Family and Consumer Sciences Omit

## **Health, Safety, and Physical Education**

True Health, Safety, and Physical Education Omit

# **Social Studies (Civics and Government, Economics, Geography, History)**

True Social Studies (Civics and Government, Economics, Geography, History) Omit

#### **Articulation Agreements**

**False** We do not have any articulation agreements because we do not have high school students, or ALL current agreements have been uploaded to other FRCPP plans.

### **Partnering Institution**

**Dual Credit Program/Course Area** PRIZE for teacher preparation **Uploaded Files** Oxford Area School District 12.12.24.pdf **Partnering Institution** Cecil College **Agreement Type Local Articulation** Program/Course Area Early College Academy **Uploaded Files** 12.4.2020 Renewal Approved.pdf **Partnering Institution** Shippensburg **Agreement Type Dual Credit** 

West Chester University

Program/Course Area

Education

**Agreement Type** 

| Uploaded Files  |
|---|
| Shippensburg 2025.pdf   |
| Partnering Institution  |
| University of Delaware  |
| Agreement Type  |
| Dual Credit   |
| Program/Course Area   |
| Business  |
| Uploaded Files  |
| 25-26_Oxford_EntreX_Curriculum_Licensing_plus_Companion_Enrollment_MOU_Signed.pdf |
| Partnering Institution  |
| Goldey-Beacom   |
| Agreement Type  |
| Dual Credit   |
| Program/Course Area   |
| Business  |
| Uploaded Files  |
| MOU with Goldey-Beacom January 2023 - January 2028.pdf                            |
| Partnering Institution  |

Thaddeus Stevens

**Agreement Type** 

# Local Articulation

Program/Course Area

**Technical Programming** 

**Uploaded Files** 

Thaddeus.pdf

**Partnering Institution** 

Harrisburg Area Community College

**Agreement Type** 

**Dual Credit** 

Program/Course Area

General

**Uploaded Files** 

HACCagreement24-25.pdf

**Partnering Institution** 

Delaware County Community College

**Agreement Type** 

**Dual Credit** 

**Program/Course Area** 

General

**Uploaded Files** 

2024-2025 DCCC Dual Enrollment MOU.pdf

#### **Summary**

#### **Strengths**

Review the comments and notable observations listed previously and record 2-5 strengths which have had the most impact in improving your most pressing challenges.

Opportunities for Dual Enrollment and college course credits

Opportunity for earning an associate degree while in high school

Career exploration and career artifacts

Opportunities to learn technical programs

Diverse programs available to students who have varied interests

#### **Challenges**

Review the comments and notable observations listed previously and record 2-5 Challenges which if improved would have the most impact in achieving your Mission and Vision.

Funding for students to attend dual enrollment programs

Transportation for students to access dual enrollment programs

Ensuring all students have access to the dual enrollment and Early College programs

# **Equity Considerations**

# **English Learners**

False This student group is not a focus in this plan.

| Data   | Comments/Notable Observations  |  |
|--|--|--|
| ACCESS Scores                                | Data is reviewed with ESL teachers for all ELL students and is provided to all content |  |
| ACCESS Scores                                | area teachers  |  |
| Curriculum Based Assessments                 | ESL teachers assist all ELL students with English acquisition to advance academic      |  |
| Curriculum based Assessments                 | performance  |  |
| Benchmark assessments through Exact Path and | Both Exact Path and Study Island assessments are used throughout the district          |  |
| Study Island                                 | Dotti Exact Patri and Study Island assessments are used throughout the district        |  |

#### **Students with Disabilities**

False This student group is not a focus in this plan.

| Data    | Comments/Notable Observations   |  |
|---------|---|--|
| Aimsweb | imsweb All students with IEPs are progress monitored and Benchmarks are assessed. |  |
|         |   |  |
|         |   |  |

# **Students Considered Economically Disadvantaged**

**True** This student group is not a focus in this plan.

# **Student Groups by Race/Ethnicity**

**True** This student group is not a focus in this plan.

## **Summary**

#### **Strengths**

Review the comments and notable observations listed previously and record the 2-5 strengths which have had the most impact in improving your most pressing challenges.

The district uses multiple data points to assess the performance of all students in subgroups in addition to all students

ESL teachers work collaboratively with all content teachers

Certified special education teachers work collaboratively with all teachers

The multi-tiered support system is used with all students

#### **Challenges**

Review the comments and notable observations listed previously and record the 2-5 Challenges which if improved would have the most impact in achieving your Mission and Vision.

High percentage of students requiring IEPs, 22%

High percentage of ELL students in the district 11%  $\,$ 

Attendance of students in subgroups

# **Designated Schools**

# Penn's Grove Sch

| Priority Challenge  | Comments and Notable Observations                                |
|---|--|
| ELL achievement levels  | 91% of ELL students are below proficiency in math                |
| Hispanic students academic achievement                              | Students of Hispanic race did not meet the growth measure in ELA |
| Performance achievement of students with low economic family status | Economic disadvantaged did not meet the growth measure in ELA    |

# **Oxford Area HS**

| Priority Challenge  | Comments and Notable Observations |
|---|-----------------------------------|
| ELL student achievement scores on standardized assessment | Focus of the A-TSI program        |

| Systemic LEA Challenges   |  |
|---|--|
| Closing gaps for ELL student achievement who have SLIFE or low academic performance |  |
| Attendance for students to increase participation and academic achievement          |  |
| Communicate all programs of the district for student and community awareness        |  |

# **Supplemental LEA Plans**

| Programs and Plans           | Comments/Notable Observations  |
|------------------------------|--|
| Special Education Plan       | Special education was submitted and approved   |
| Title I Schools              | Grade k-6 have Title I services to supplement student learning   |
| Guidance K-12 339 Plan       | The District 399 Plan was completed and submitted to the state   |
| Teacher Induction Plan       | The Teacher Induction Plan is completed and delivered to all new teachers                                  |
| ToohnologyDlon               | The district has a strong technology program and utilizes digital curriculum and programs for students     |
| Technology Plan              | grades K-12  |
| English Language Development | There is a high percentage (11%) of English Language learners in the district and services are provided to |
| Programs                     | develop English Language Acquisition   |

## **Strengths**

Review the comments and notable observations listed and record those which have had the most impact in improving your most pressing challenges.

| District has a strong teacher -Induction Plan  |  |
|--|--|
| The district has one to one devices for over eight years and digital software aligned to the standards |  |
| The district has strong guidance services clearly delineated in the 339 Plan                           |  |
| The district has Title I services for students in grades K-6   |  |

## **Challenges**

Review the comments and notable observations listed previously and record the 2-5 challenges which if improved would have the most impact in achieving your Mission and Vision.

| The district has a 46% low economic family status |  |
|---|--|
| The district has 11% ELL student population       |  |

# **Conditions for Leadership, Teaching, and Learning**

# **Empower Leadership for District Continuous Improvement**

| Foster a vision and culture of high expectations for success for all students, educators, and families                                 | Exemplary |
|--|-----------|
| Establish and maintain a focused system for continuous improvement and ensure organizational coherence                                 | Exemplary |
| Engage in meaningful two-way communication with stakeholders to sustain shared responsibility for student learning across the district | Exemplary |

## **Focus on Continuous Improvement of Instruction**

| Ensure effective, standards-aligned curriculum and assessment   | Exemplary |
|---|-----------|
| Support schools in implementing evidence-based instructional strategies and programs to ensure all students have access to rigorous, standards-aligned instruction        | Exemplary |
| Build the capacity of central office and school administrators as instructional leaders to effectively monitor, supervise, and support high quality teaching and learning | Exemplary |

## **Provide Student-Centered Supports so That All Students are Ready to Learn**

| Coordinate and monitor supports aligned with students' and families' needs                                   | Exemplary |
|--|-----------|
| Partner with local businesses, community organizations, and other agencies to meet the needs of the district | Exemplary |

## **Implement Data-Driven Human Capital Strategies**

| Recruit and retain fully credentialed, experienced and high-quality leaders and teachers                     | Exemplary |
|--|-----------|
| Support the development and professional learning of central office and school-based staff in alignment with | Exemplary |
| district and school mission, vision, goals, and priorities   | Exemplary |

## **Organize and Allocate Resources and Services Strategically and Equitably**

| Allocate resources, including money, staff, professional learning, materials, and support to schools based on the analysis of a variety of data | Exemplary |
|---|-----------|
| Coordinate fiscal resources from local, state, and federal programs to achieve the district's goals and priorities                              | Exemplary |

#### Summary

### **Strengths**

With your vision and goals in mind, identify and record which essential practices are currently Operational or Exemplary and could be leveraged to improve your most pressing concerns.

Coordination of community partnerships through local businesses, Oxford Main Street (OMI), Oxford Education Foundation (OEF)

School Administrators supervise instructors use of standard aligned resources and effective instructional strategies

District administration works with school administrators and teachers to follow a four year curriculum cycle to maintain a standards aligned curriculum and current research based resources

Instructional strategies are guided by data informed practices and data teams

#### **Challenges**

With your vision and goals in mind, identify and record which essential practices that are currently Not Yet Evident or Emerging, that if improved, would greatly impact your progress in achieving your mission and vision.

Funding for resource that are research based

Scheduling all necessary meetings and courses to fully implement the multi-tiered process

Continuing to provide effective development opportunities to meet all levels of teacher preparation

# **Summary of Strengths and Challenges from the Needs Assessment**

# **Strengths**

Examine the Summary of Strengths. Identify the strengths that are most positively contributing to achievement of your mission and vision. Check the box to the right of these identified strength(s).

| Strength   | Check for Consideration in Plan |
|--|---------------------------------|
| Oxford Area High School student growth as evidence on PVAAS -Significantly Exceeds Expectations on each of the three Keystone Exams  | True                            |
| Oxford Area High School student Keystone Achievement scores are all well above the state percentage with Literature at nearly 73% proficient or above, well above the state average.   | False                           |
| The Oxford Area Elementary schools including Elk Ridge, Nottingham and Hopewell have a standards aligned curriculum, strong educators and administrators resulting in high student performance in ELA and math scores beyond the state averages with Hopewell students in deep blue, indicating significantly well exceeding growth expectations in multiple areas on the PSSA | True                            |
| STEM/ STEELS courses begin in grade three and continue through the high school grades  | False                           |
| Penn's Grove Middle School students had 61.5% of students in grade 7 and 60.7 students in grade 8 score proficient or above on ELA PSSA  | True                            |
| The local assessments are closely aligned with instructional practices to advance student achievement.   | False                           |
| The use of data provides collaboration between teachers to advance achievement for all student subgroups.  | False                           |
| The multi-tiered support system of instruction advances student achievement in ELA.  | False                           |
| Curriculum committees K-12 review vertical alignment to ensure all students are receiving a standards focused comprehensive instruction.   | False                           |
| Math in Focus is a researched based program used by the district and is advancing student understanding of math as articulated in the K-12 curriculum committee meetings.  | False                           |
| The multi-tiered support system of instruction advances student achievement in math.   | False                           |
| The use of data provides collaboration between teachers to advance achievement for all student subgroups.  | False                           |
| Curriculum committees K-12 review vertical alignment to ensure all students are receiving a standards focused comprehensive instruction.   | False                           |
| STEM program begins in the district in grade 3, while a STEEL curriculum is available as early as grade K  | False                           |
| Collaboration of STEM\ STEELS teachers in grades 3-12 in addition to the curriculum committee K-12   | False                           |
| Updated STEELS curriculum newly aligned to the standards and reviewed on a four year curriculum cycle  | False                           |
| Computer Science courses in addition to numerous AP Science opportunities for students   | False                           |

| Opportunities for Dual Enrollment and college course credits   | False |
|--|-------|
| Opportunity for earning an associate degree while in high school   | False |
| Career exploration and career artifacts  | False |
| Opportunities to learn technical programs  | False |
| Diverse programs available to students who have varied interests   | False |
| The district uses multiple data points to assess the performance of all students in subgroups in addition to all students  | False |
| ESL teachers work collaboratively with all content teachers  | False |
| Certified special education teachers work collaboratively with all teachers  | False |
| The multi-tiered support system is used with all students  | False |
| District has a strong teacher -Induction Plan  | False |
| The district has one to one devices for over eight years and digital software aligned to the standards   | False |
| The district has strong guidance services clearly delineated in the 339 Plan   | False |
| The district has Title I services for students in grades K-6   | False |
| Coordination of community partnerships through local businesses, Oxford Main Street (OMI), Oxford Education Foundation (OEF)   | False |
| School Administrators supervise instructors use of standard aligned resources and effective instructional strategies   | False |
| District administration works with school administrators and teachers to follow a four year curriculum cycle to maintain a standards aligned curriculum and current research based resources | False |
| Instructional strategies are guided by data informed practices and data teams  | False |
|  |       |

# **Challenges**

Examine the Summary of Challenges. Identify the challenges which are most pressing at this time for your District and if improved would have the most pronounced impact in achieving your mission and vision. Check the box to the right of these identified challenge(s).

| Strength   | Check for Consideration in Plan |
|--|---------------------------------|
| Penn's Grove grade 7 students proficiency in math falls slightly below the state average at 32.7% while the state average is 34%                   | True                            |
| Nottingham grade 3 students proficiency on the PSSA was at 38.7% in ELA as compared to the state at 55.8% and math at 48.1% and the state at 51.4% | False                           |
| Advancing all students academic performance in both reading and math beginning at the earliest grade level   | True                            |
| Safety and Security in all schools   | False                           |

| Communication of a high variety of course electives and district programs including the Hornet Virtual                     | True  |  |
|--|-------|--|
| Academy, Dual enrollment, Early College Programs and all programs for community and student awareness                      | nue   |  |
| Raising all students' performance in the primary grades to be proficient in reading by grade three                         | True  |  |
| Raise ELL students' proficiency scores to be more consistent with the general student population                           | False |  |
| Increase school attendance for students throughout the district to increase student participation and academic performance | True  |  |
| Kindergarten student preparedness would increase opportunity for increased student ELA achievement                         | False |  |
| Raising all students' performance in the primary grades to be proficient in math by grade three                            | False |  |
| Raise ELL student proficiency scores to be more consistent with the general student population                             | False |  |
| Kindergarten students preparedness would increase opportunity for increased ELA achievement                                | False |  |
| Increase school attendance for students throughout the district to increase student participation and academic performance | False |  |
| The new assessment and achievement measures for grade five in 2025   | False |  |
| Eight grade science achievement performance increase   | False |  |
| Increase school attendance for students throughout the district to increase student participation and academic performance | False |  |
| Time needed for hands on labs to provide effective STEELS instruction  | False |  |
| Funding for students to attend dual enrollment programs  | False |  |
| Transportation for students to access dual enrollment programs   | False |  |
| Ensuring all students have access to the dual enrollment and Early College programs  | False |  |
| High percentage of students requiring IEPs , 22%   | False |  |
| High percentage of ELL students in the district 11%  | False |  |
| Attendance of students in subgroups  | False |  |
| The district has a 46% low economic family status  | False |  |
| The district has 11% ELL student population  | False |  |
| Funding for resource that are research based   | False |  |
| Scheduling all necessary meetings and courses to fully implement the multi-tiered process                                  | False |  |
| Continuing to provide effective development opportunities to meet all levels of teacher preparation                        | False |  |

## **Most Notable Observations/Patterns**

In the space provided, record any of the comments and notable observations made as your team worked through the needs assessment that stand out as important to the challenge(s) you checked for consideration in your comprehensive plan.

The students' academic performance is continuing to increase, socioeconomic status in the district continues to decrease, ELL student population continues to increase and the district offers many high level rigorous programs for students. Student attendance is focused upon as it is in the nation. Professional Development and ongoing genuine care for students continues.

# **Analyzing (Strengths and Challenges)**

# **Analyzing Challenges**

| Analyzing Challenges   | Discussion Points  | Check<br>for<br>Priority |
|--|--|--------------------------|
| Penn's Grove grade 7 students proficiency in math falls slightly below the state average at 32.7% while the state average is 34%   | The MTSS process was adjusted to support small group instruction, added biweekly meetings to review current curriculum and assessments, collaboration with the intermediate unit to support math instructional strategies  | True                     |
| Advancing all students academic performance in both reading and math beginning at the earliest grade level   | Kindergarten school administrator meets with community day care directors to provide support and criteria needed for student effective preparation for kindergarten A pre-K program is offered prior to the start of the school in a four week summer preparation program in reading and math. Academic activities are provided to all families at kindergarten registration to help parents prepare their children prior to kindergarten attendance. Grades 1-3 provide multi-tiered approach for development of strong reading and math skills by the time of grade three completion. The reading specialists aligned programming to the science of reading to increase reading levels of all children. Summer reading is required for all students in grades and math packets are being requested to assist with academic achievement in math | True                     |
| Communication of a high variety of course electives and district programs including the Hornet Virtual Academy, Dual enrollment, Early College Programs and all programs for community and student awareness | Curriculum guides, course selection manuals and virtual Hornet<br>Academy publications are completed and made available to all<br>students   | True                     |
| Raising all students' performance in the primary grades to be proficient in reading by grade three   | Students register for district program unprepared for academic performance   | False                    |
| Increase school attendance for students throughout the district to increase student participation and academic performance   | A district social worker works with all school principals to assist in reducing truancy. A positive school behavior support is in place in all schools to assist with attendance and encourage a positive school climate and culture   | True                     |

# **Analyzing Strengths**

| Analyzing Strengths  | Discussion Points   |
|--|---|
| Oxford Area High School student growth as evidence on PVAAS -Significantly Exceeds Expectations on each of the three Keystone Exams  | Student academic performance continues to increase, school data teams analyze assessment scores and assist in the data driven instruction collaboration                     |
| The Oxford Area Elementary schools including Elk Ridge, Nottingham and Hopewell have a standards aligned curriculum, strong educators and administrators resulting in high student performance in ELA and math scores beyond the state averages with Hopewell students in deep blue, indicating significantly well exceeding growth expectations in multiple areas on the PSSA | Data team meetings with administrators and educators examine the growth of students in ELA, math, and science on both curriculum based assessments and on state assessments |
| Penn's Grove Middle School students had 61.5% of students in grade 7 and 60.7 students in grade 8 score proficient or above on ELA PSSA  | School-wide vocabulary, text dependent analysis in combination with the MTSS process lend a foundation for increased student performance in ELA                             |

# **Priority Challenges**

| Analyzing Priority Challenges | Priority Statements   |
|-------------------------------|---|
|                               | The MTSS process was adjusted to support small group instruction, added biweekly meetings to review current                 |
|                               | curriculum and assessments, collaboration with the intermediate unit to support math instructional strategies               |
|                               | Kindergarten school administrator meets with community day care directors to provide support and criteria needed for        |
|                               | student effective preparation for kindergarten. A pre-K program is offered prior to the start of the school in a four week  |
|                               | summer preparation program in reading and math. Academic activities are provided to all families at kindergarten            |
|                               | registration to help parents prepare their children prior to kindergarten attendance. Grades 1-3 provide multi-tiered       |
|                               | approach for development of strong reading and math skills by the time of grade three completion. The reading               |
|                               | specialists aligned programming to the science of reading to increase reading levels of all children. Summer reading is     |
|                               | required for all students in grades and math packets are being requested to assist with academic achievement in math        |
|                               | Curriculum guides, course selection manuals and virtual Hornet Academy publications are completed and made                  |
|                               | available to all students   |
|                               | A district social worker works with all school principals to assist in reducing truancy. A positive school behavior support |
|                               | is in place in all schools to assist with attendance and encourage a positive school climate and culture                    |

# **Goal Setting**

Priority: The MTSS process was adjusted to support small group instruction, added biweekly meetings to review current curriculum and assessments, collaboration with the intermediate unit to support math instructional strategies

| Outcome Category   |                           |                                    |
|--|---------------------------|------------------------------------|
| Mathematics  |                           |                                    |
| Measurable Goal Statement (Smart Goal)                               |                           |                                    |
| Increased student proficiency by a minimum of 10% increase by year 3 |                           |                                    |
| Measurable Goal Nickname (35 Character Max)                          |                           |                                    |
| Math Growth and Achievement  |                           |                                    |
| Target Year 1  | Target Year 2             | Target Year 3                      |
| Student proficiency was at 30.7% with a plan to increase no          | Increase student          | Increased student proficiency by a |
| less than an additional 3% of students proficient                    | proficiency in math by 5% | minimum of 10% increase by year 3  |

| Outcome Category                             |   |  |
|--|---|--|
| English Language Arts                        |   |  |
| Measurable Goal Statement (Smart Goal)       |   |  |
| Increase student performance in ELA by a tot | al of 9% by year 2028                   |  |
| Measurable Goal Nickname (35 Character       | Max)                                    |  |
| ELA growth and achievement                   |   |  |
| Target Year 1                                | Target Year 2                           | Target Year 3                          |
| Increase percentage of students scoring      | Increase percentage of students scoring | Increase student performance in ELA by |
| proficient or above by no less than 3%       | proficient or above by no less than 3%  | a total of 9% by year 2028             |

| Outcome Category                   |                                 |   |
|------------------------------------|---------------------------------|---|
| Community Engagement               |                                 |   |
| Measurable Goal Statement (Smar    | t Goal)                         |   |
| Increase parent and community part | icipation in school activities, | as evidenced by sign in sheets                                    |
| Measurable Goal Nickname (35 Ch    | aracter Max)                    |   |
| Parent and Community activities    |                                 |   |
| Target Year 1                      | Target Year 2                   | Target Year 3   |
| increase parent engagement and     | provide parent and              | Increase parent and community participation in school activities, |

| record attendance | community activities | as evidenced by sign in sheets |
|-------------------|----------------------|--------------------------------|
|-------------------|----------------------|--------------------------------|

Priority: Kindergarten school administrator meets with community day care directors to provide support and criteria needed for student effective preparation for kindergarten. A pre-K program is offered prior to the start of the school in a four week summer preparation program in reading and math. Academic activities are provided to all families at kindergarten registration to help parents prepare their children prior to kindergarten attendance. Grades 1-3 provide multi-tiered approach for development of strong reading and math skills by the time of grade three completion. The reading specialists aligned programming to the science of reading to increase reading levels of all children. Summer reading is required for all students in grades and math packets are being requested to assist with academic achievement in math

#### **Outcome Category** Essential Practices 3: Provide Student-Centered Support Systems Measurable Goal Statement (Smart Goal) Student preparedness measured through the use of Kindergarten assessments. Increased performance in grade k-3 in math by a minimum total of 2% yearly and reading assessments by an increase of 4% annually. Measurable Goal Nickname (35 Character Max) K Readiness and Achievement increase by grade three **Target Year 3 Target Year 1 Target Year 2** Increase in student achievement for all Increase in student achievement for all Student preparedness measured through the use of Kindergarten assessments. Increased performance students in grades k-3 for increased students in grades k-3 for increased in grade k-3 in math by a minimum total of 2% yearly proficiency on the third grade state proficiency on the third grade state assessments by 4% in ELA and 2% in assessments by 4% in ELA and 2% in and reading assessments by an increase of 4% math math annually.

| Outcome Category                                |   |  |  |
|---|---|--|--|
| Regular Attendance                              |   |  |  |
| Measurable Goal Statement (Smart Goal)          |   |  |  |
| Increased student attendance to 95% in all scho | ols   |  |  |
| Measurable Goal Nickname (35 Character Max)     |   |  |  |
| Student Increased Attendance                    |   |  |  |
| Target Year 1                                   | Target Year 2                                 | Target Year 3                          |  |
| Increase school attendance by no less than 5%   | Increase school attendance by no less than 5% | Increased student attendance to 95% in |  |
| in each school                                  | in each school                                | all schools                            |  |

# Priority: Curriculum guides, course selection manuals and virtual Hornet Academy publications are completed and made available to all students

| Outcome Category                            |   |   |  |
|---|---|---|--|
| Rigorous Courses of Study Section           |   |   |  |
| Measurable Goal Statement (Smart Goal)      |   |   |  |
| Provide students with course guides and cu  | riculum manuals for selection             |   |  |
| Measurable Goal Nickname (35 Character Max) |   |   |  |
| Course awareness and selection              |   |   |  |
| Target Year 1                               | Target Year 2                             | Target Year 3                           |  |
| Update and distribute course materials to   | Update and distribute course materials to | Provide students with course guides and |  |
| all students and families                   | all students and families                 | curriculum manuals for selection        |  |

| Outcome Category                                 |  |  |  |  |  |
|--|--|--|--|--|--|
| Parent and family engagement                     | Parent and family engagement                                 |  |  |  |  |
| Measurable Goal Statement (Smart Goal)           |  |  |  |  |  |
| Receive parent sign off on all student selection | Receive parent sign off on all student selections of courses |  |  |  |  |
| Measurable Goal Nickname (35 Character Max)      |  |  |  |  |  |
| Parental Approval                                |  |  |  |  |  |
| Target Year 1                                    | Target Year 2  | Target Year 3                          |  |  |  |
| Annual update and dissemination of course        | Annual update and dissemination of course                    | Receive parent sign off on all student |  |  |  |
| materials  | materials  | selections of courses                  |  |  |  |

Priority: A district social worker works with all school principals to assist in reducing truancy. A positive school behavior support is in place in all schools to assist with attendance and encourage a positive school climate and culture

| Outcome Category                            |   |   |
|---|---|---|
| Regular Attendance                          |   |   |
| Measurable Goal Statement (Smart            | Goal)                                   |   |
| Increase school attendance for all stu      | udents to maintain a 95% or higher regu | lar attendance  |
| Measurable Goal Nickname (35 Character Max) |   |   |
| Regular attendance                          |   |   |
| Target Year 1                               | Target Year 2                           | Target Year 3   |
| Increase student attendance by 5%           | Increase student attendance by 5%       | Increase school attendance for all students to maintain a 95% |

| In each school    | l in each school  | or higher regular attendance |
|-------------------|-------------------|------------------------------|
| 111 00011 0011001 | 111 64611 6611661 | or manor regular attendance  |

#### **Action Plan**

#### **Measurable Goals**

| Math Growth and Achievement     | ELA growth and achievement                          |
|---------------------------------|---|
| Parent and Community activities | K Readiness and Achievement increase by grade three |
| Student Increased Attendance    | Course awareness and selection                      |
| Parental Approval               | Regular attendance                                  |

#### **Action Plan For: MTSS**

#### Measurable Goals:

- Increased student proficiency by a minimum of 10% increase by year 3
- Increase student performance in ELA by a total of 9% by year 2028
- Student preparedness measured through the use of Kindergarten assessments. Increased performance in grade k-3 in math by a minimum total of 2% yearly and reading assessments by an increase of 4% annually.

| Action Step   |                                    | Anticipated Start/Completion Date |            |
|---|------------------------------------|-----------------------------------|------------|
| Schedule support courses with the schedule for all students |                                    | 2025-08-25                        | 2025-06-18 |
| Lead Person/Position  | Material/Resources/Supports Needed | PD Step?                          | Com Step?  |
| School principal  | Supplemental resources             | No                                | No         |

| Anticipated Output                            | Monitoring/Evaluation (People, Frequency, and Method) |
|---|---|
| Increased student achievement in math and ELA | Teachers and Principal                                |

#### **Action Plan For: MTSS**

#### Measurable Goals:

- Increased student proficiency by a minimum of 10% increase by year 3
- Increase student performance in ELA by a total of 9% by year 2028
- Student preparedness measured through the use of Kindergarten assessments. Increased performance in grade k-3 in math by a minimum total of 2% yearly and reading assessments by an increase of 4% annually.

| Action Step   |                                    | Anticipated Start | Anticipated Start/Completion Date |  |
|---|------------------------------------|-------------------|-----------------------------------|--|
| Schedule support courses with the schedule for all students |                                    | 2025-08-25        | 2025-06-18                        |  |
| Lead Person/Position  | Material/Resources/Supports Needed | PD Step?          | Com Step?                         |  |
| School principal  | Supplemental resources             | No                | No                                |  |

| Anticipated Output  | Monitoring/Evaluation (People, Frequency, and Method) |
|---|---|
| All students will increase academic performance in math and ELA | Principals  |

## **Action Plan For: Positive Behavior Support**

#### Measurable Goals:

- Increase school attendance for all students to maintain a 95% or higher regular attendance
- Increased student attendance to 95% in all schools

| Action Step          |  | Anticipated Start/Completion Date |            |
|----------------------|--|-----------------------------------|------------|
| Implement PBIS       |  | 2025-08-25                        | 2025-06-18 |
| Lead Person/Position | Person/Position Material/Resources/Supports Needed |                                   | Com Step?  |
| Principal            | Incentive, support, School social worker           | Yes                               | Yes        |

| Anticipated Output  | Monitoring/Evaluation (People, Frequency, and Method) |
|---|---|
| Increased school attendance for students and reduced discipline referrals | Principals  |

# **Action Plan For: Positive Behavior Support**

#### Measurable Goals:

- Increase school attendance for all students to maintain a 95% or higher regular attendance
- Increased student attendance to 95% in all schools

| Action Step | Anticipated Start/Completion Date |
|-------------|-----------------------------------|
|             |                                   |

| Implement PBIS  |  | 2025-08-25 | 2025-06-18 |
|---|--|------------|------------|
| Lead Person/Position Material/Resources/Supports Needed |  | PD Step?   | Com Step?  |
| Principal   | pal Incentive, support, School social worker |            | No         |

| Anticipated Output                   | Monitoring/Evaluation (People, Frequency, and Method) |
|--------------------------------------|---|
| Increased regular student attendance | School District Socialworker and principals           |

# **Professional Development**

# **Professional Development Action Steps**

| Evidence-based Strategy   | Action Steps   |
|---------------------------|----------------|
| Positive Behavior Support | Implement PBIS |
| Positive Behavior Support | Implement PBIS |

# **PBIS Professional Development with CCIU Consultant**

| Action Step   |                   |                        |
|---|-------------------|------------------------|
| Implement PBIS  |                   |                        |
| Audience  |                   |                        |
| Oxford Area School District Staff                               |                   |                        |
| Topics to be Included   |                   |                        |
| PBIS and student Belongingness                                  |                   |                        |
| Evidence of Learning  |                   |                        |
| Reduction in school discipline and increased student attendance |                   |                        |
| Lead Person/Position  | Anticipated Start | Anticipated Completion |
| Principals in conjunction with assistant superintendent         | 2025-08-18        | 2025-06-18             |

# **Learning Format**

| Type of Activities   | Frequency            |  |
|--|----------------------|--|
| Inservice day  | three times per year |  |
| Observation and Practice Framework Met in this Plan            |                      |  |
| This Step Meets the Requirements of Stat                       | Required Trainings   |  |
| At Least 1-hour of Trauma-informed Care Training for All Staff |                      |  |

# **Communications Activities**

| Action Step      | Audience                          | Topics to be<br>Included | Type of Communication              | Anticipated Timeline<br>Start Date | Anticipated Timeline<br>Completion Date |
|------------------|-----------------------------------|--------------------------|------------------------------------|------------------------------------|---|
| • Implement PBIS | Parents, students and all faculty | PBIS and incentives      | Principals and MTSS<br>Coordinator | 08/26/2025                         | 06/18/2025                              |

# Communications

| Type of Communication       | Frequency |
|-----------------------------|-----------|
| Posting on district website | daily     |

# **Approvals & Signatures**

| Uploaded Files |                              |
|----------------|------------------------------|
| •              | ComPlan Affirmation 2025.pdf |

| Chief School Administrator | Date       |
|----------------------------|------------|
| David A. Woods, Ed.D.      | 2025-03-25 |