

# Red Oak Independent School District Flight Plan 2023

# Red Oak ISD – Finger Facts

## Location

Red Oak ISD is located 20 miles from Downtown Dallas, Texas and spans across five municipalities in Ellis County that include parts of:

- Red Oak
- Ovilla
- Glenn Heights
- Oak Leaf
- Pecan Hill

## Campuses

Red Oak High School 5A | 9-12th

Red Oak Middle School | 6-8th

Donald T. Shields Elem. | Pre-K to 5th

Eastridge Elementary | Pre-K to 5th

H.A. Wooden Elementary | Pre-K to 5th

Red Oak Elementary | Pre-K to 5th

Russell P. Schupmann Elem. | Pre-K to 5th

## Staff

900+ Red Oak ISD Family Members

Teachers | 44.6%

Auxiliary Staff | 28%

Professional Support Staff | 14.1%

Educational Aides | 9.5%

Campus Administration | 3%

Central Administration | .8%

Teacher Average Years of Experience – 11

## Students

About 5,800 students Pre-K to 12th Grade

Caucasian | 40.4%

Hispanic | 34.4%

African American | 21.3%

Two or More | 2.3%

American Indian/Alaskan | 0.6%

Asian | 0.9%

Hawaiian/Pacific Island | 0.1%

\*Percentages based on most recent TEA TAPR

## Bragging Points!

- ROISD ranked top 3% in nation (k12.niche.com)
- ROISD top ranked district in Ellis County

- The class of 2018 earned over \$5 million in academic, athletic, & military scholarships
- Named Best Community for Music Education by the National Association of Music Merchants (2013, 2014, 2016, 2017 & 2018)
- AP Honor Roll district for Advanced Placement Program
- Excellent AA- financial rating from Fitch Group, reflecting a long history of conservative fiscal stewardship
- National Merit Finalist student and National Merit Commended student in 2018
- ROHS offers more than 40 Dual Credit Courses
- STEM Enhanced Program at ROHS (Project Lead the Way)
- \$45,000 STEAM Grant for elementary campuses
- Texas State Technical College partnership
- Associate Degree Program - Navarro College & UT-Arlington
- Full-Time gifted/talented programs at elementary schools
- Full-Scale High School musical productions
- District Police Department, officers on every campus
- A record number of talented student musicians - 195 participate in the ROHS Mighty Hawk Band
- Robust athletic programs at both ROMS & ROHS
- Pre-athletics at the 6th Grade Center
- District named Top Place to Teach in Texas (k12.niche.com)
- Active Alumni Association that helps to lead Homecoming celebrations every fall

## Community Engagement

ROISD believes community engagement/ involvement is essential for student success. We are committed to involve our community members in our schools while sharing the great news about teaching and learning!

## State Achievement

2017 Accountability Rating:

Met Standard

Earned 9 Academic Distinctions

## Vision Statement

Our Vision in Red Oak ISD is to **Realize Our Individual Students' Dreams (ROISD)**

## Mission Statement

The 4 Talons of the Red Oak Hawk

- Prepared
- GRIT
- Character
- Service

## Letter from Superintendent Dr. Michael Goddard

### **Dear Students, Staff, Families, and Community Members of Red Oak ISD,**

It is with great honor, pride, and excitement that we present to you the Red Oak ISD Flight Plan 2023. This is a plan that reflects feedback and priorities that were identified through steering committee meetings, community meetings, strategic planning questionnaires, in-depth interviews, and school board insights. Flight Plan 2023 will ensure that Red Oak ISD continues to move forward as a strong school district and is prepared to face the challenges and opportunities ahead.

The launch of Flight Plan 2023 will guide the visionary pursuits of Realizing Our Individual Students' Dreams (ROISD) and the pervasive implementation of the daily mission of the 4 Talons - \*Prepared \* GRIT \* Character \* Service. After several months of meeting and gathering input, this plan includes the vision and the mission, as well as a roadmap for them, which will guide us as we build on the strengths and future potential of Red Oak ISD.

Flight Plan 2023 is a significant step in ensuring that the district and all its stakeholders are moving forward together to make Red Oak ISD one of the best in the state and nation when it comes to serving our communities, impacting our students, equipping our teachers and using growth to enhance the collective experience for all.

Thank you to everyone, especially the steering committee, for dedicating their time in building Flight Plan 2023.

Proud to be a Hawk,

Dr. Michael Goddard, Superintendent  
Red Oak Independent School District

### Flight Plan 2023 Committee Members

John Hawkins	Katie Gullett	VaShone Rhodes
Dr. Joy Shaw	Jami Hayden	Brent Stanford
Michelle Ailara	Lillian Hicks	Debbie Temple
Mike Bahr	Shondra Jones	Angela Thomas
Monique Ballard	Cindy McGregor	Gordon Toney
Dr. Miller Beard	Michelle Owen	Maricela Torres
Vickie Benbow	Diana Paredes	Patrick Torres
Jared Douglas	Leslie Ramos	Dr. Michael Goddard
Kevin Freels	Catrina Reeves	

# Strategic Planning Process

Board Workshop - (February 22nd) "The Plan for the Plan"

Objective: Readiness for Strategic Planning and the Board's role in the process.

Board reviewed & contributed to the three-pronged strategy and overall course of action/framework for the plan.

What is the plan about? A successful plan for Red Oak ISD is one that:

1. Retains our own - keep students from leaving to other districts and private schools
2. Attracts and develops the best staff in the area
3. Aligns our facilities with our instructional delivery philosophy

## Three prong approach:

- **Red Oak ISD Research**  
Staff researched the District's population regarding the economic, social, and technological identity of ROISD to define strategies.
- **In-depth Interviews**  
In-depth focus groups interviewed key stakeholders – students, parents, administrators, teachers, former students, and community members – designed to validate opportunities and expectations.
- **Strategic Plan Questionnaire**  
This data was used to create an online survey to collect input and perspectives specific to the current state of and future desires for the District.

First step: Created a Strategic Planning Steering Committee chaired by two Trustees consisting of volunteers representing a cross section of our community:

- Board Members (2)
- Teachers (4)
- Parents (4)
- Community Members (4)
- Campus Administrators (4)
- Former/Current Students (4)
- Central Administrators (4)

## Board Meeting (March 26)

Presented the Strategic Design initiative, the process, and next steps.

## Steering Committee Meeting (April 5)

Met to receive an overview of the District and to determine the Strategic Design Questionnaire.

## Community Meetings (April 12/April 26)

Facilitated interactive sessions designed to validate, enrich, and engage communication from the Red Oak ISD Community. The meetings were open to community leaders, parents, students, ROISD staff, and any others and fostered participant dialogue about their values and vision for education in our District. All attendees were encouraged to take the Strategic Design Questionnaire.

## Vision Alignment Workshop (May 3)

Held session with the Strategic Planning Steering Committee to evaluate the District core beliefs and strategies using the data compiled from the research, interviews and questionnaires. The purpose of the workshop was to develop a set of core strategies written in the form of problem statements that, when solved, demand innovation.

### **Strategy Audits (May/June)**

Teams were created based on the number of strategies developed by the Vision Alignment Workshop. The teams explored and investigated best practices specific to each strategy and discussed ways educational and non-educational entities solve similar problems.

### **Final Review Workshop (June 12)**

The Strategic Planning Steering Committee reviewed the Strategy Audits in order to refine and prioritize the strategies being presented for recommendation to the Board of Trustees.

### **Board Approval (October 15)**

Presentation of the confirmed strategies to the Board of Trustees for adoption.

## **Academics**

Prepare all students to be college and career ready by instilling the Graduate Profile

Red Oak ISD Graduate Profile – 4 Talons of the Hawk

Exhibits Academic Readiness

- 1% better every day
- Love tough

Seeks Opportunities and Challenges of Learning

- **GRIT- Growth, Resilience, Integrity, Tenacity**

Demonstrates Fair, Respectful & Well Rounded Characteristics

- **REACH- Respect, Encourage, Appreciate, Communicate, Honor**

Leaves a Legacy through Service

- We before Me

**Goal:** Develop students who are college, career, and military ready that possess the academic skills for success in life after high school.

**Strategy:** Create and design rigorous, relevant, and engaging learning experiences for all students.

**Outcome:** Students will be globally competitive through collaboration, communication, and critical problem-solving. Evidences include diploma with endorsements, advanced courses, industry certifications, college entrance, and academic growth/accomplishments.

**Goal:** Equip students with social-emotional skills that prepare them for post-secondary endeavors.

**Strategy:** Incorporate the components of the Graduate Profile in regular campus and classroom activities.

**Outcome:** Servant leaders of strong moral character who demonstrate GRIT and leave a lasting legacy in their community as evidenced by student leadership participation, student and staff surveys, student mentorship, community service, and student identification of strengths and career opportunities.

**Goal:** Engage students in meaningful construction of learning that includes relevant and innovative platforms and contexts.

**Strategy:** Expand aligned use of instructional technology, career and technology education options, and opportunities to learn beyond the traditional academic core.

**Outcome:** Students transfer learning to new context and situations as evidenced by opportunities for showcased work and accomplishments in extra- and co-curricular activities.

# Staff

Recruit, hire, develop, and retain a diverse and premier workforce.

Red Oak ISD Educator Profile – 4 Talons of the Hawk

Exhibits Academic Readiness

- 1% better every day
- Loving tough

Seeks Opportunities and Challenges of Learning

- **GRIT- Growth, Resilience, Integrity, Tenacity**

Demonstrates Fair, Respectful & Well Rounded Characteristics

- **REACH- Respect, Encourage, Appreciate, Communicate, Honor**

Leaves a Legacy through Service

- We before Me

**Goal:** Offer a compensation package and benefits plan that are competitive for all employees.

**Strategy:**

1. Increase salaries to remain competitive in the industry.
2. Continue effective communications reflecting all district benefits for staff.

**Outcome:** Progress towards remaining competitive with staff compensation as evidenced by employee satisfaction and retention rates.

**Goal:** Recruit, support, retain, and reward quality personnel that demonstrate the qualities of the Red Oak ISD Educator Profile.

**Strategy:**

1. Increase screening opportunities for potential employees.
2. Enhance mentor program.
3. Increase effectiveness and use of supervisory personnel at job fairs.
4. Create framework for developing leaders.
5. Partner with universities for continued staff learning and recruitment.

**Outcome:**

1. Attract and retain qualified teacher candidates including diversity in staff.
2. Internal candidates take on new roles in leadership positions.

**Goal:** Staff campuses based on their specific needs.

**Strategy:**

1. Generate innovative solutions to meet staffing needs.
2. Research programs such as Ready, Set, Teach Student Program.
3. Grow Student Teacher Program.

**Outcome:** Strategic placement of staff in key need areas across the district.

## Finance

Manage funding resources responsibly and practice fiscal transparency

**Goal:** Responsibly manage the district's resources to support the 4 Talons of the Hawk.

**Strategy:**

1. Maintain a healthy fund balance.
2. Receive an unmodified (clean) annual financial audit and passing scores on state financial accountability reports.
3. Explore new revenue streams through grants and donations.

**Outcome:**

1. Facilities and infrastructure to meet the needs of the growing and diverse student population.
2. Financial resources to sufficiently support salaries, instructional materials, and maintenance of facilities.

**Goal:** Provide diverse opportunities to inform the community of how public education in Texas, and specifically Red Oak ISD, is funded.

**Strategy:**

1. Utilize multiple forms of communication to distribute short "Did You Know" segments regarding school finance.
2. Offer community and town hall meetings on a regular basis.

**Outcome:**

1. More community involvement and investment in the alignment of resources with the District's mission.
2. Increased community confidence in the financial status of the District as taxpayers better understand the funding system for public schools.

## Growth and Facilities

**Goal:** Prepare for growth across the District.

**Strategy:**

1. Review student projections.
2. Review the surrounding cities development forecast.
3. Review traffic patterns and busing routes within the District.

**Outcome:** Utilize and develop facilities that are advantageous for the growth within the District.

**Goal:** Use all current District facilities to their maximum efficiency.

**Strategy:**

1. Systematically review and analyze the student populations within the District.
2. Review the current facilities and their purpose and functionality.

**Outcome:** Develop a long-term plan for all facilities within Red Oak ISD.

**Goal:** Provide adequate facilities to meet the needs of all academic and extracurricular programs.

**Strategy:**

1. Review the ROISD facility plan.
2. Monitor all programs within the district in terms of student participation and facility needs.

**Outcome:** Our facilities will enhance our opportunities to accomplish academic and extracurricular goals.

# Communications

Enhance internal and external communications and develop and maintain positive relationships between parents, community, and schools.

**Goal:** Communicate with students, parents, staff, and community in a consistent and timely manner.

**Strategy:**

1. Continue using and improving communication tools.
2. Launch new district and campus websites.
3. Launch new mobile app.
4. Develop student, staff, and community advisory groups.

**Outcome:**

1. Increased awareness of district and campus events based on participation and surveys.
2. Increased website and social media following.

**Goal:** Provide opportunities to foster positive relationships between parents, community, and schools.

**Strategy:**

1. Continue current community events.
2. Offer additional community events.
3. Implement ambassador program, which will include training for community members.

**Outcome:**

1. Increased number of community events.
2. Increased partnerships between parents and community measured by survey of ambassadors.



	<b>GOALS</b>	<b>STRATEGIES</b>	<b>OUTCOMES</b>
<b>ACADEMIC</b>	<p>Develop students who are college, career, and military ready that possess the academic skills for success in life after high school.</p> <p>Equip students with social-emotional skills that prepare them for post-secondary endeavors.</p> <p>Engage students in meaningful construction of learning that includes relevant and innovative platforms and contexts.</p>	<p>Create and design rigorous, relevant, and engaging learning experiences for all students.</p> <p>Incorporate the components of the Graduate Profile in regular campus and classroom activities.</p> <p>Expand aligned use of instructional technology, career and technology education options, and opportunities to learn beyond the traditional academic core.</p>	<p>Students will be globally competitive through collaboration, communication, and critical problem-solving. Evidences include diploma with endorsements, advanced courses, industry certifications, college entrance, and academic growth/accomplishments.</p> <p>Servant leaders of strong moral character who demonstrate GRIT and leave a lasting legacy in their community as evidenced by student leadership participation, student and staff surveys, student mentorship, community service, and student identification of strengths and career opportunities.</p> <p>Students transfer learning to new context and situations as evidenced by opportunities for showcased work and accomplishments in extra- and co-curricular activities.</p>
<b>STAFF</b>	<p>Offer a compensation package and benefits plan that are competitive for all employees.</p> <p>Recruit, support, retain, and reward quality personnel that demonstrate the qualities of the Red Oak ISD Educator Profile.</p> <p>Staff campuses based on their specific needs.</p>	<p>Increase salaries to remain competitive in the industry. Continue effective communications reflecting all district benefits for staff.</p> <p>Increase screening opportunities for potential employees. Enhance mentor program.</p> <p>Increase effectiveness and use of supervisory personnel at job fairs. Create framework for developing leaders. Partner with universities for continued staff learning and recruitment.</p> <p>Generate innovative solutions to meet staffing needs. Research programs such as Ready, Set, Teach Student Program. Grow Student Teacher Program.</p>	<p>Progress towards remaining competitive with staff compensation as evidenced by employee satisfaction and retention rates.</p> <p>Attract and retain qualified teacher candidates including diversity in staff. Internal candidates take on new roles in leadership positions.</p> <p>Strategic placement of staff in key need areas across the district.</p>

	<b>GOALS</b>	<b>STRATEGIES</b>	<b>OUTCOMES</b>
<b>FINANCE</b>	<p>Responsibly manage the district’s resources to support the 4 Talons of the Hawk.</p> <p>Provide diverse opportunities to inform the community of how public education in Texas, and specifically Red Oak ISD, is funded.</p>	<p>Maintain a healthy fund balance. Receive an unmodified (clean) annual financial audit and passing scores on state financial accountability reports. Explore new revenue streams through grants and donations.</p> <p>Utilize multiple forms of communication to distribute short “Did You Know” segments regarding school finance. Offer community and town hall meetings on a regular basis.</p>	<p>Facilities and infrastructure to meet the needs of the growing and diverse student population. Financial resources to sufficiently support salaries, instructional materials, and maintenance of facilities.</p> <p>More community involvement and investment in the alignment of resources with the District’s mission. Increased community confidence in the financial status of the District as taxpayers better understand the funding system for public schools.</p>
<b>GROWTH &amp; FACILITIES</b>	<p>Prepare for growth across the District.</p> <p>Use all current District facilities to their maximum efficiency.</p> <p>Provide adequate facilities to meet the needs of all academic and extracurricular programs.</p>	<p>Review student projections. Review the surrounding cities development forecast. Review traffic patterns and busing routes within the District.</p> <p>Systematically review and analyze the student populations within the District. Review the current facilities and their purpose and functionality.</p> <p>Review the ROISD facility plan. Monitor all programs within the district in terms of student participation and facility needs.</p>	<p>Use all current District facilities to their maximum efficiency.</p> <p>Develop a long-term plan for all facilities within Red Oak ISD.</p> <p>Our facilities will enhance our opportunities to accomplish academic and extracurricular goals.</p>
<b>COMMUNICATIONS</b>	<p>Communicate with students, parents, staff, and community in a consistent and timely manner.</p> <p>Provide opportunities to foster positive relationships between parents, community, and schools.</p>	<p>Continue using and improving communication tools. Launch new district and campus websites. Launch new mobile app. Develop student, staff, and community advisory groups.</p> <p>Continue current community events. Offer additional community events. Implement ambassador program, which will include training for community members.</p>	<p>Increased awareness of district and campus events based on participation and surveys. Increased website and social media following.</p> <p>Increased number of community events. Increased partnerships between parents and community measured by survey of ambassadors.</p>