



Oxford
SCHOOL DISTRICT

OXFORD SCHOOL DISTRICT
OSD STRATEGIC PLAN

Full Strategic Plan for Plan to Date

As of August 21, 2017

MISSION STATEMENT

The mission of the Oxford School District is to challenge every student to reach his or her maximum potential, thereby developing highly educated, responsible, college or career ready citizens who will take an active role in society.

VISION STATEMENT

First in Class - The Oxford Way

CORE VALUES

The District believes in providing...

1. A foundation for all students through rigorous academic and career-technical curricula, diverse extra-curricular activities and comprehensive citizenship development. (Goals I, II, III, VI)
2. School environments that are safe, orderly and secure. (Goals III, IV, V)
3. Support services that work in partnership with instructional services to nurture and promote the emotional and physical health of students. (Goals I, II, IV, V, VI)
4. Positive interactive relationships with students, staff, parents and community members. (Goals II, IV, V)
5. School climates that are caring, supportive, and inviting and that value the diversity of our population. (Goals I, II, III, V, VI)
6. An atmosphere that values the individual, provides a variety of learning experiences and focuses on the development of the whole student. (Goals I, II, IV, V, VI)

OSD STRATEGIC PLAN — AT-A-GLANCE

ACADEMIC AND INSTRUCTIONAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

1 Increase student achievement. (Values 1, 3, 4, 6, 7).

Strategies:

1. *Provide high quality, standards based instruction to all students.*
2. *Develop and implement support systems that meet the needs of all of our students. (Academic, Special Education, Guidance and Student Health)*
3. *Develop a five-year plan to provide Pre-K for all four-year old students.*
4. *Place an emphasis on college readiness via ACT and SAT.*
5. *Identify and implement intervention resources and support for students not meeting assessment graduation requirements.*

1	Maintain an average scale score of 750 on the MKAS EOY assessment.		
2	Increase the percentage of children reading on grade level in grades 1-3		
3	Maintain a 95% passing percentage of children passing the 3rd Grade Reading Gate		
4	Maintain a graduation rate of 86%		
5	Maintain a composite average ACT score of 21 or greater.		
6	Maintain students scoring a “3” or better on Advanced Placement (AP) tests at 60%		
7	Increase the percentage of students scoring proficient on the MAAP		
8	Decrease the percentage of students scoring minimal on the MAAP		
9	Maintain a student attendance rate of 95% or higher		
10	Maintain or improve on the previous year’s percentage of students scoring proficient or advanced on the MAAP		
11	Maintain or improve on the previous year’s percentage of students passing the SATP		
12	Maintain the drop-out rate at 8% or less		
13	Decrease the achievement gap that exists among socio-economic groups in reading and math on the MAP		
14	Maintain the percentage of college and career ready seniors who are proficient in all four areas of the ACT at 34% or greater.		

2 Provide an exceptional staff. (Values 1, 3, 4, 5, 6, 7, 8)

Strategies:

1. *Streamline recruit and hire system to ensure that the best teachers consider the Oxford School District for employment.*
2. *Implement professional development programs for principals and district administrators to build leadership capacity and train on best practices in human capital management. Professional development offerings will include:*
 - *Instructional Rounds,*
 - *New Principal Mentoring,*
 - *Summer learning institutes,*
 - *Leadership conferences,*
 - *Methods to motivate and retain high performing employees,*

and

- *Procedures for dismissal of ineffective employees.*
- 3. *Develop and implement an annual professional development plan in all academic areas that addresses the needs of students, teachers and administrators and promotes quality instructional practices.*
- 4. *Analyze and, if necessary, update compensation structures for all employee groups.*

14	Maintain a teacher attendance rate of 96% or higher		
15	Maintain a teacher retention rate of 90% or higher		
16	Maintain a conditional turnover rate of 8%		
17	Maintain a 3.0 or better on annual teacher and administrator evaluations		

FACILITIES AND SERVICES STRATEGIC OBJECTIVES & ORGANIZATION GOALS

3 Provide healthy, safe, secure, energy efficient and drug-free campuses. (Values 1, 2, 6)

Strategies:

1. *Review annually the approved capital improvement plan.*
2. *Address short term issues and small improvements via "summer projects" budget.*
3. *Adoption of PBIS or other behavior intervention program in all schools.*
4. *Implementation of drug testing policy for students involved in activities and those who park on campus.*
5. *SRO's teach D.A.R.E. classes to 5th grade students.*
6. *District and school health councils will be created to develop plans that are implemented in the individual schools.*

17	Decrease reported student drug incidents (includes discipline numbers and testing-incidents per 1000)		
18	Decrease reported bullying incidents (Incidents per 1000)		
19	Maintain a 4.0 on survey questions related to students who feel their school is safe		
20	Maintain a 4.25 on survey questions of parents who feel their child's school is safe in school		
21	Maintain a 3.75 average on survey questions related to environment		
22	Maintain a 4.75 average on survey questions related to drug use		

4 Provide quality services to students, parents, faculty, staff and community.

Strategies:

1. *Implement a continuous improvement model to improve all products, services and processes.*

23	Maintain state accountability rating at schools already having an "A" rating		
24	Increase state accountability ratings at schools that do not have an "A" rating		
25	Maintain a 4.5 average on survey questions related to safety.		
26	Maintain a 4.0 average on survey questions related to facilities		

27 Maintain a 4.0 average on survey questions related to academic services

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FINANCIAL AND RESOURCES MANAGEMENT STRATEGIC OBJECTIVES & ORGANIZATION GOALS

5 Manage financial resources prudently.

Strategies:

1. **Develop and implement a plan to increase the unassigned fund balance to \$10,000,000 by 2021.**
2. **Provide financial transparency of the District's budget.**

28 Increase the District's unassigned fund balance

29 Maintain current ratio (Current Assets/Current Liabilities) of 1.0 or higher.

30 Maintain administrative cost ratio of 3% or less of total current operation.

COMMUNITY AND FAMILY PARTNERSHIP STRATEGIC OBJECTIVES & ORGANIZATION GOALS

6 Cultivate a partnership with parents and community. (Values 2, 3, 4, 5, 6, 7, 8)

Strategies:

1. **Each school will develop and utilize a parental and community involvement plan to maximize relationships with stakeholders.**
2. **Each school and or department will be responsible for one community service activity each year.**

31 Maintain a 4.0 average on survey questions related to parental engagement.

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