OXFORD SCHOOL DISTRICT





FIVE-YEAR STRATEGIC PLAN

COLLEGE READY
CAREER READY
LIFE READY
PRE-K TO PROFESSIONAL









Charger Students
Charger Staff
Connections
Community





OXFORD SCHOOL DISTRICT

STRATEGIC PLAN 2024-2029

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To the Oxford School District Community...

A letter from the School Board President

As the President of the Oxford School District Board of Trustees, it is my honor to share with you our new strategic plan, a visionary roadmap that will guide our district over the next several years. This plan is the result of extensive collaboration, reflection, and dedication from our educators, staff, students, parents, and community partners.

Our strategic plan is designed to elevate the educational experience for all students, ensuring they are well-prepared for the future. We have focused on fostering a safe and engaging learning environment, supporting our talented and dedicated staff, and building strong relationships within our community.

Key elements of the strategic plan include:

- **Student Achievement:** Prioritizing academic excellence and holistic development to ensure every student reaches their full potential.
- **Staff Support:** Committing to recruit, retain, and inspire a diverse team of exceptional educators and support staff who are passionate about making a difference.
- **Community Engagement:** Strengthening partnerships with families, local businesses, and organizations to create a supportive and resource-rich environment for our students.

This strategic plan represents our collective aspirations and the shared vision of what we can achieve together. It is a testament to our district's dedication to continuous improvement and innovation. I am confident that, with your support, we will make significant strides in realizing these goals and creating an even brighter future for our students.

Thank you for your ongoing commitment to the Oxford School District. Together, we will continue to empower our students, inspire our staff, and strengthen our community.





Denny Tosh
President
Oxford School District Board of Trustees

A letter from the Superintendent

As the Superintendent of the Oxford School District, I am thrilled to share our new strategic plan, a vision that will guide us into an exciting future of educational excellence and innovation. This plan is the culmination of extensive collaboration and thoughtful input from our dedicated educators, students, parents, and community stakeholders. It embodies our collective commitment to fostering an environment where every student can thrive.

Our strategic plan is built upon four key pillars: Charger Students, Charger Staff, Connections, and Community. These pillars represent the core areas where we will focus our efforts to ensure that our students are not only well-prepared for the challenges of the future but also supported in their personal growth and development.

- **Charger Students:** We are dedicated to fostering a safe and engaging learning environment that maximizes achievements and experiences for all Charger students. Through innovative teaching practices and a supportive atmosphere, we aim to inspire a love of learning and equip our students with the skills necessary for success in a rapidly evolving world.
- **Charger Staff:** Our commitment to recruiting, retaining, and inspiring a diverse team of great teachers, leaders, and support staff is unwavering. We believe that a motivated and well-supported staff is crucial to the success of our students, and we will invest in professional development and opportunities for growth.
- **Connections:** Building healthy, trusting relationships is at the heart of our district. We strive to create a sense of belonging among students, staff, and families by fostering open communication and encouraging active participation in our school community. These connections are essential for creating a supportive and inclusive educational environment.
- **Community:** We recognize the importance of developing partnerships and utilizing resources to enhance and improve experiences and outcomes for students, staff, and the broader community. By working together with local organizations, businesses, and families, we aim to create a vibrant and enriching educational experience for all.

As we embark on this journey together, I am confident that our strategic plan will serve as a robust foundation for the future of the Oxford School District. It is a testament to our unwavering dedication to excellence and our belief in the potential of every student.

Thank you for your continued support and partnership. Together, we will create a brighter future for our children and our community.



Bradley Roberson

Bradley Roberson
Superintendent
Oxford School District

Ready for the World

Oxford School District Invests in the Future of Oxford Children: ***A Student's Journey from Pre-K to Professional***

In the Oxford School District, we aim to ensure every student graduates **READY FOR THE WORLD** — prepared for **college**, **careers**, and **life**. We focus on equipping students with the skills and experiences needed to succeed in today's fast-changing world. By promoting innovation, teamwork, and resilience, we prepare our students not just for academic success but for meaningful lives in a global society.

We believe children are more than test scores. Therefore, we've developed research-based indicators to measure student performance from Pre-K through post-high school. Top school systems offer rigorous academic programs, personalized learning, and social-emotional skills that prepare students for life after high school. We track our students after graduation to see if we've prepared them for college or the workforce.

Education needs to value a wide range of skills essential for thriving in the 21st century. This belief drives our new Pre-K to Professional Initiative, which focuses on:



1. Providing necessary academic knowledge,
2. Teaching students how to navigate college,
3. Teaching students how to navigate the workforce, and
4. Instilling the dispositions needed to function in society.

We are committed to ensuring every student is truly **READY FOR THE WORLD**. Our approach emphasizes holistic education, combining academic excellence with real-world experiences and social-emotional learning. The Oxford School District is dedicated to preparing our students for the future, equipping them with the skills and knowledge to succeed in an ever-changing global landscape.

For more information on our Pre-K to Professional initiative, visit oxfordsd.org/RR.

OXFORD SCHOOL DISTRICT

PORTRAIT OF A GRADUATE

Oxford School District is committed to developing these essential skills in our Pre-K – 12 students to prepare them for their future.

Effective Communicators
Convey information in a meaningful and effective way to achieve common goals with others.

Culturally Aware
Possess a set of skills, values and principles that acknowledge and adapt to differences in various cultures and ethnicities, in order to work cross-culturally.

Ethical
Act with key moral principles that include honesty, fairness, equity, dignity and individual rights.

Critical Thinkers
Conceptualize, apply, analyze, and evaluate information gathered from observation, experience, reflection, reasoning, as a guide to belief, understanding and action.

Creative Thinkers
Approach problems with curiosity and imagination to generate innovative ideas and solutions without fear of failure.

Resilient
Withstand and recover from challenges with independence, courage and emotional competency.

Personally Responsible
Accept and maintain ownership of one's own actions by meeting obligations, expectations and being accountable within one's power, control, or management.

Active Citizens
Take an active role in society, conducting oneself in accordance with the rights, duties, and privileges of their community, country and world.



Designing with Coherence

Purpose of the Strategic Plan

The Oxford School District's new strategic plan is a roadmap designed to guide our district towards a future where every student thrives. Our purpose is to create a coherent and cohesive framework that aligns all aspects of our educational system, from curriculum and instruction to community partnerships and resource allocation. This plan is built on our commitment to excellence and continuous improvement, ensuring that every student is prepared for the challenges and opportunities of a rapidly changing world.

Steps in Creating the Strategic Plan

1. Stakeholder Engagement

Listening Sessions: Conducted a series of listening sessions with students, parents, teachers, administrators, and community members to gather diverse perspectives and insights

Surveys: Distributed surveys to all stakeholders (students, employees, and families) to collect quantitative data on their priorities, concerns, and suggestions for district improvement

2. Data Analysis

Academic Performance: Reviewed academic performance data to identify strengths and areas for improvement

Resource Allocation: Analyzed the current allocation of resources to ensure alignment with our strategic goals

3. Collaborative Planning

Planning Committee: Established a strategic planning committee comprised of educators, administrators, parents, and community leaders to develop strategic pillars and goals

Workshops: Held workshops to refine the action plans and ensure they are practical, achievable, and aligned with our vision and mission

4. Strategic Pillars

Charger Students: Fostering a safe and engaging learning environment to maximize achievements and experiences for all Charger students

Charger Staff: Committing to recruit, retain, and inspire a diverse team of great teachers, leaders, and support staff

Connections: Building healthy, trusting relationships to create a sense of belonging among students, staff, and families

Community: Developing partnerships and utilizing resources to enhance and improve experiences and outcomes for students, staff, and the community

5. Feedback and Refinement

Draft Review: Shared the draft strategic pillars with all stakeholders for feedback and suggestions

Revisions: Incorporated feedback to refine and improve our strategic pillars, ensuring it addresses the needs and aspirations of our community

6. Approval and Rollout

Board Approval: Presented the final strategic plan to the Oxford School District Board for approval

Community Rollout: Launched a comprehensive communication campaign to share the strategic plan with the entire Oxford community, highlighting key initiatives and how stakeholders can get involved

Conclusion

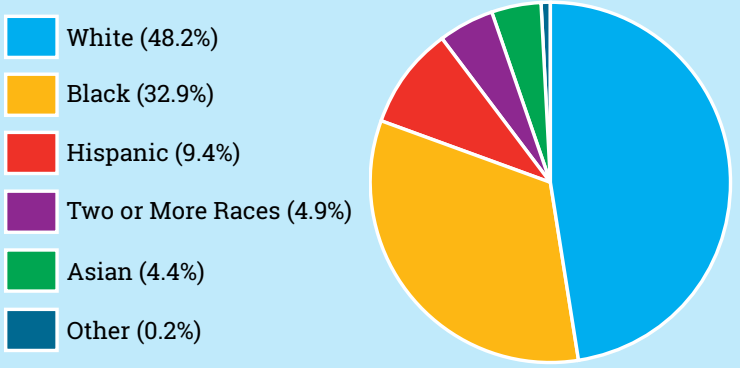
The Oxford School District's strategic plan is not just a document but a dynamic framework designed to evolve with our needs and aspirations. By designing with coherence, we ensure that every initiative, policy, and program is interconnected and aligned with our shared vision for the future. Together, we are committed to creating an educational environment where every student can succeed and thrive, **READY FOR THE WORLD**.



The World Comes to Oxford

The Oxford School District celebrates the rich diversity that makes our community unique and vibrant. Our student body is a tapestry of different cultures, languages, and backgrounds, reflecting the global landscape we prepare our students to navigate.

Student Demographics



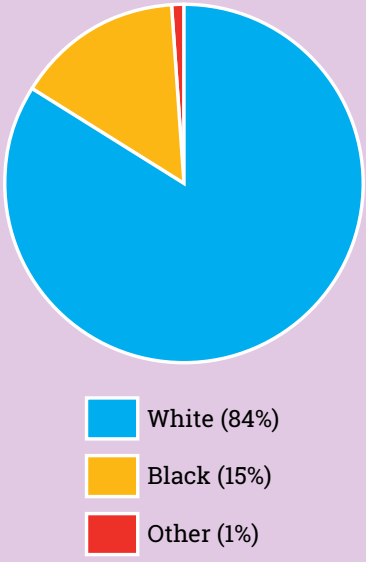
Community Statistics

4800+
STUDENTS

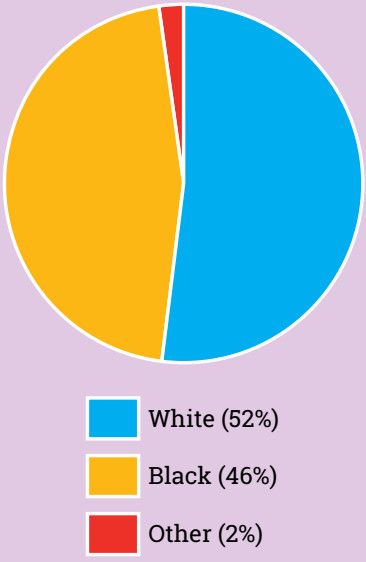
650+
EMPLOYEES

Staff Demographics

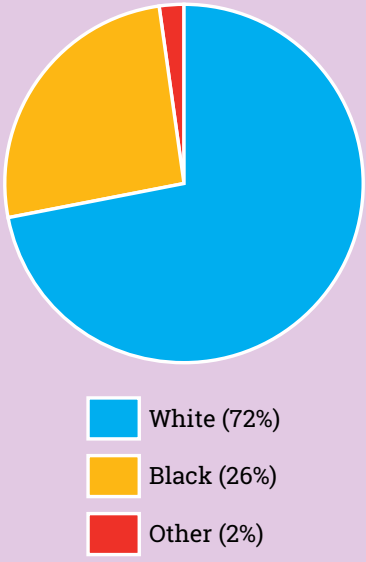
CERTIFIED



NON-CERTIFIED



ALL STAFF



National Board Certification and Advanced Degrees

Among our certified staff, **23%** (90 out of 394) hold national board certification, demonstrating our commitment to excellence in teaching and professional development.

58% of Oxford School District certified staff hold advanced degrees.

43 Languages Spoken

Our district is home to a remarkable diversity of languages, with **43 different languages** spoken among our students. This linguistic richness enhances our learning environment, fostering cross-cultural understanding and preparing students for success in a global society.

Celebrating Diversity

We are proud of the diverse community that we have cultivated at Oxford School District. Our commitment to inclusivity and respect for all cultures ensures that every student feels valued and respected. Through embracing diversity, we empower our students to become **global citizens**, ready to thrive in an interconnected world.

Vision, Mission, and Core Beliefs

In the Oxford School District, our strategic direction is guided by a vision of being a bold, innovative, and continually improving district, dedicated to understanding today in order to prepare our students for tomorrow's challenges and opportunities. Our mission is clear: to empower all students to become confident and creative builders of the future. Grounded in our core beliefs of excellence, equity, support, service, and relationships, we strive to create a learning environment that fosters growth and global readiness. This commitment is reflected in our comprehensive approach to education, ensuring that every student emerges not only academically prepared but also equipped with the skills and perspectives needed to thrive in a diverse and interconnected world.

VISION

A bold, innovative, and continually improving district; understanding today to prepare students for tomorrow.

MISSION

Empowering all students to become confident and creative builders of the future.

CORE BELIEFS

EXCELLENCE

We pursue excellence in everything we do, striving for the highest standards of academic achievement and operational effectiveness.

EQUITY

We ensure equitable access to resources, opportunities, and support for every student, fostering an environment where all can thrive.

SUPPORT

We provide comprehensive support systems that nurture the academic, social, emotional, and physical well-being of every student.

SERVICE

We are dedicated to serving our students, families, staff, and community with integrity, responsiveness, and respect.

RELATIONSHIPS

We value strong partnerships and open communication among students, staff, families, and community stakeholders, recognizing that collaboration enhances student success and community engagement.



THE PILLARS
OF OUR STRATEGIC PLAN



Charger Students

Goal:

Foster a safe and engaging learning environment to maximize achievements and experiences for all Charger students.

Measures:

DESCRIPTION	BASELINE	TARGET	TIMELINE	MEASURE
Percentage of students in grades 3-8 and English II meeting annual growth in English Language Arts	67%	85%	2029	Mississippi end of course assessments
Percentage of students in grades 3-8 and Algebra I meeting annual growth in mathematics	75%	85%	2029	Mississippi end of course assessments
Percentage of students who graduate college, career, and life ready	15%	60%	2029	Community accountability model
Percentage of students completing high school in five or less years by obtaining a high school diploma or GED	91%	95%	2029	District five year complete rate (diploma + GED)
Percentage of students who report feeling safe at school	-	-	2029	Panorama Survey (baseline will be established using fall 24-25 survey data)
Percentage of students meeting early literacy benchmarks in Pre-Kindergarten and Kindergarten	70%	85%	2029	Mississippi early literacy readiness assessment (MKAS)
Effectiveness of PLCs in all schools within the district, ensuring active participation and collaboration among teachers and staff to improve instructional practices and student outcomes	-	-	2029	Oxford School District SIG (baseline will be established in fall 24-25)

Commitments:

- Engage students and families at all levels, beginning in early grades, in college and career experiences and promotion of post-secondary options.
- Ensure student accessibility to programs and supports that equip students with the skills and knowledge needed to succeed as they transition to middle school, high school, or post-graduation.
- Implement the use of Plan-Do-Study-Act (PDSA) cycles and student voice to guide instructional planning and personalize learning so all students reach proficiency.
- Implement high-quality, differentiated, and ongoing professional development and coaching grounded in data to support effective teaching practices, learning strategies, and equitable grading practices.
- Target high-impact intervention and instructional programs to accelerate learning — such as summer school, acceleration days, and tutoring — for students most in need, including English learners, students with disabilities, and other historically underserved groups.

Charger Staff

Goal:

Recruit, retain, and inspire a diverse team of great teachers, leaders, and support staff.

Measures:

DESCRIPTION	BASELINE	TARGET	TIMELINE	MEASURE
Percentage of diverse applicants for certified positions	32%	35%	2029	Frontline Recruit and Hire
Percentage of teachers and staff with advanced degrees and national certifications to enhance instructional quality and professional expertise	58%	70%	2029	Frontline Recruit and Hire
Retention rate of employees in good standing	90%	90%	2029	Frontline Recruit and Hire

Commitments:

- Implement targeted recruitment strategies and outreach initiatives to attract a diverse pool of applicants for certified positions.
- Establish and promote professional development programs that incentivize and support all employees in pursuing advanced degrees, national certifications, and skill-based certifications.
- Implement a recognition and rewards program that acknowledges and celebrates teachers and staff who attain advanced degrees and national certifications.
- Implement personalized professional growth plans for employees, tailored to their career aspirations and skill development needs.
- Establish a comprehensive employee wellness program that includes initiatives focused on physical health, mental well-being, and work-life balance.



Connections

Goal:

Build healthy, trusting relationships to create a sense of belonging among students, staff, and families.

Measures:

DESCRIPTION	BASELINE	TARGET	TIMELINE	MEASURE
Percentage of students chronically absent as defined by missing 18 or more days of school	24%	10%	2029	Mississippi Department of Education Chronic Absenteeism Report
Average score of students reporting a positive experience at school	3.94	4.3	2029	Studer Student Engagement Survey Yearly Average
Average score of staff reporting a positive experience at work	4.29	4.4	2029	Studer Employee Engagement Survey Yearly Average
Average score of parents reporting a positive experience with the district	4.15	4.3	2029	Studer Parent Satisfaction Survey Yearly Average
Percentage of students participating in extra curricular activities sanctioned by MHSAA	48.9%	60%	2029	Student Information System (Power School)

Commitments:

- Enhance accessibility to a diverse range of extracurricular and in-school club activities, ensuring equitable opportunities for student participation across all grade levels.
- Improve communication structures to ensure all stakeholders receive timely District news and important information relevant to their individualized experience in the District.
- Support and build the capacity of all OSD staff to implement welcoming and trauma-informed practices, thus equipping school teams to conduct personalized, daily outreach to families of students with low attendance, including collaboration with external organizations that could help promote student attendance and engagement.
- Enhance methods for parents, students, and staff to provide ongoing feedback and suggestions to inform decision-making processes, ensuring continuous improvement in meeting the needs and expectations of parents within the district.

Community

Goal:

Develop partnerships and utilize resources to enhance and improve experiences and outcomes for students, staff, and community.

Measures:

DESCRIPTION	BASELINE	TARGET	TIMELINE	MEASURE
Percentage of students participating in work-based learning and internships to enhance career readiness and experiential learning opportunities	17%	30%	2029	Student Information System (PowerSchool)
Average score of staff reporting fiscal awareness of resource allocation	4.13	4.3	2029	Studer Employee Engagement Survey #11
Percentage of the operating budget allocated to instructional resources and programs.	70%	75%	2029	OSD Budget
Maintain operational effectiveness of district support services	4.4	4.4	2029	DSS Survey
Increase enrollment in 3K early childhood education program	24	182	2029	Student Information System (PowerSchool)

Commitments:

- Accelerate opportunities for career exploration, work-based learning , post-secondary pathways, and employment, including collaboration with local government and private industries to provide internships and apprenticeship opportunities for students.
- Develop a comprehensive plan to provide 3K education that ensures every child has access to high-quality early learning experiences, regardless of financial constraints or economic background.
- Foster intentional, transparent communication for staff to deepen their understanding of budgeting processes and enhance their ability to contribute effectively to financial decision-making.
- Implement a systematic evaluation process to assess the effectiveness of current instructional resources and programs, and reallocate funds as necessary to maximize their impact on student achievement and growth.
- Develop and implement a continuous improvement framework that incorporates feedback from staff, students, and community members to enhance operational effectiveness and ensure high-quality service delivery throughout the district.

Charger Students

We are dedicated to fostering a safe and engaging learning environment that maximizes achievements and experiences for all Charger students.

Charger Staff

Our commitment to recruiting, retaining, and inspiring a diverse team of great teachers, leaders, and support staff is unwavering.

Connections

Building healthy, trusting relationships is at the heart of our district.

Community

We recognize the importance of developing partnerships and utilizing resources to enhance and improve experiences and outcomes for students, staff, and the broader community.

OXFORD SCHOOL DISTRICT