



2026

# PORTRAIT OF PROGRESS

A report on learning, safety, & stewardship



## A MESSAGE FROM THE SUPERINTENDENT

As Superintendent of Oxford Community Schools, I am honored to share this annual update, a reflection of our shared resilience and our pathway towards a bright future. Guided by our 2025-2030 Strategic Plan, we are united by a clear vision: Empowering Learners. Building Community. Inspiring Futures.

Oxford is more than a school system; it is a family where every student is seen and valued. We are dedicated to preparing our Wildcats to be creative critical thinkers who collaborate with care. By strengthening our Multi-Tiered System of Support (MTSS) and enhancing career pathways, we ensure every child has the tools to thrive. We are updating our Portrait of a Graduate to reflect our promise to prepare learners who are ready to lead and contribute to a connected community.

Our educators are the heart of this work, and we remain committed to cultivating an empowered team that grows alongside our students. Thank you for your unwavering partnership. Together, we are building a future where every student feels safe, supported, and inspired to reach their full potential.

## INSIDE THIS REPORT

- District at a Glance
- Portrait of a Graduate Update
- OCS Strategic Plan
- Fiscal Responsibility, Facilities, & Community Investment
- Debt Management & Refinance
- Investing in our Schools
- County ASD Center
- Community Threat Awareness Training
- Safety and Security at OCS
- Join the OCS Team
- Kindergarten Enrollment



# DISTRICT AT A GLANCE

Student FTE

**7540**

Schools

**11**

Annual Budget

**\$108M**

Employees

**850**

**572,400**  
Miles Traveled Per Year by Bus

**767,756**  
Annual Meals Served to Students

**24:1**  
Student/Teacher Ratio (Average)

**19** IB Diploma Courses

**15** AP Seated Courses

**2,195** College Credits Earned by OSEC Class of '25

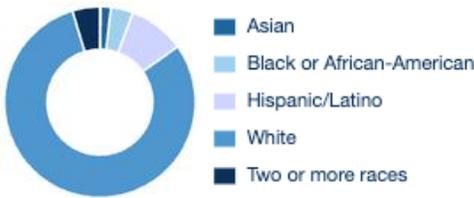
**444**  
2025 Grads

**45**  
Mental Health Professionals

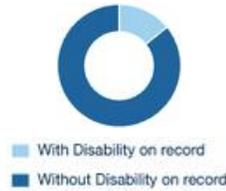
**12**  
Therapy Dogs

**10** Career & Tech Programs  
**336** Industry Credentials Earned in 2025

## Enrollment by Race/Ethnicity



## Enrollment by Disability Status



## Enrollment by ELL Status



# PORTRAIT OF A GRADUATE UPDATE



We are grateful for the valuable feedback and community input we received as we began revising our Portrait of a Graduate (PoG). This work aligns with the district's updated strategic plan and helps ensure our vision for graduates reflects our evolving priorities while preparing every student for college, career, and life. We want this effort to represent the voice of our entire community, and we appreciate the perspectives, ideas, and support that were shared.

The Portrait of a Graduate is important to Oxford Community Schools because it defines the knowledge, skills, and character traits each student should develop before graduation. It guides what we teach, how we teach, and how we support students from kindergarten through graduation.

We are excited to share the finalized PoG with our community by June 2026. It will guide learning experiences and supports across the district, helping ensure every Wildcat is prepared for future opportunities and a connected community.

NEW

# OCS STRATEGIC PLAN



Developed with care during the 24-25 school year, the district's new strategic plan reflects the collective input of students, families, staff, and community members. It serves as a shared roadmap for our work and actively guides district decision-making, priorities, and long-term planning. Additional details are available at [oxfordschools.org/strategic-plan](https://oxfordschools.org/strategic-plan).

## VISION

Empowering Learners.  
Building Community.  
Inspiring Futures.

## MISSION

Providing a supportive, safe, and opportunity-rich educational experience that fosters belonging, builds self-empowerment, and prepares learners to contribute to a connected community.

## CORE VALUES

Empowerment, Belonging,  
Innovation, & Integrity

### Goal 1: Safe, Supportive, & Connected Schools

Strengthen a culture of safety, support, and connection across our schools to foster an increased sense of belonging.

### Goal 2: Knowledgeable, Critical Thinkers, & Communicators

Prepare students to be knowledgeable and creative critical thinkers who can communicate and collaborate effectively.

### Goal 3: Empowered & Engaged Team

Cultivate an engaged and growth-oriented team dedicated to our district mission.

### Goal 4: Innovative, Sustainable Systems & Structures

Enhance facilities and operational systems to improve safety, efficiency, and long-term sustainability.



### Check Out Our Data Dashboard!

Community members can track progress toward goals outlined in our Strategic Plan through the Data Dashboard at [oxfordschools.org/strategic-plan](https://oxfordschools.org/strategic-plan).



# FISCAL RESPONSIBLITIY, FACILITIES, & COMMUNITY INVESTMENT

The information on this page provides a high-level snapshot of Oxford Community Schools' finances and is intended to help our community understand the overall picture of how resources are managed and used to support students. Financial stewardship is an important part of our responsibility to the community.

Community members who would like a deeper look are encouraged to visit the **Transparency Reporting** link on our website. There you will find detailed reports and source documents, including budgets, audit reports, general fund information, monthly check registers, credit card statements, and more.

If you are searching for specific information and need help locating it, please contact us at [info@oxfordschools.org](mailto:info@oxfordschools.org).



## Citizen School Finance Group

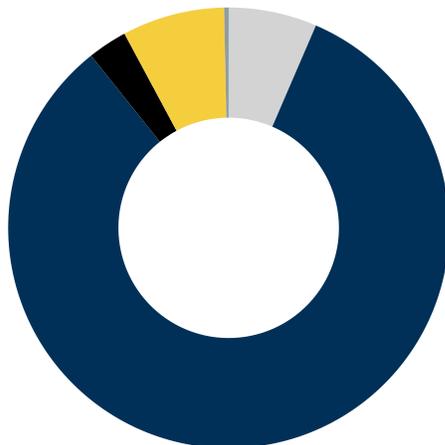
To help strengthen connections between the district and the community, we are pleased to announce the creation of a Citizen School Finance Group. This group will serve as another line of communication between our finance team and the community and will meet regularly to learn about school finance and facilitate two-way dialogue about community priorities. If you are interested in joining please email [info@oxfordschools.org](mailto:info@oxfordschools.org).

## REVENUES - FY 2025

Where the Money Comes From

Revenues provide the funding to pay our bills. This chart provides a snapshot of the various funding sources as a proportion of the whole.

The primary source of a school district's funding is a state-determined per pupil allocation, which includes local property taxes. Other funding includes state and federal grants; transfers from other districts, Service Agencies, and other funds.



### General Fund Revenues

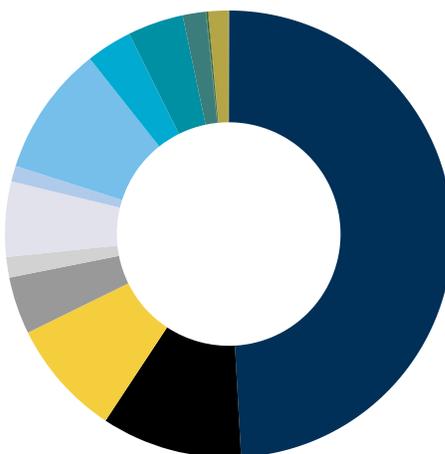
- \$6,762,443 Local Sources
- \$86,476,684 State Sources
- \$3,022,223 Federal Sources
- \$7,828,985 Incoming Transfers and Other Transactions
- \$311,000 Fund Modification
- \$39,330 Other Financing Sources

## EXPENDITURES - FY 2025

How the Money is Spent

Expenditures represent the cost of providing public education. This chart provides a snapshot of the various expenditure categories as a proportion of the whole.

As an educational service provider to the community, expenditures cover the cost associated with running the school district, which includes pre-kindergarten through post-secondary operations.



### General Fund Expenditures

- \$38,047 Capital Projects
- \$51,115,145 Instruction- Basic Programs
- \$10,584,807 Instruction- Added Needs, Adult/Continuing Ed
- \$8,803,687 Pupil Services
- \$4,315,392 Instructional Staff
- \$1,545,826 General Administration
- \$5,661,881 School Administration
- \$1,182,745 Business, Interest, and Abatements
- \$9,810,510 Operations and Maintenance
- \$3,460,877 Transportation
- \$4,191,990 Central Support Services
- \$1,725,575 Athletics and Other Support Services
- \$47,303 Community Services
- \$118,279 Payments to Other Schools
- \$52,382 Debt Service- Long Term
- \$1,500,000 Fund Modifications (Transfer Out)

# DEBT MANAGEMENT & REFINANCE

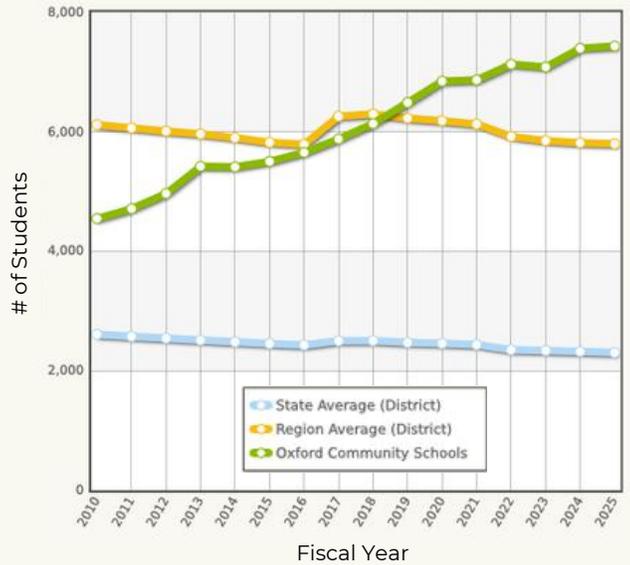
On 12/17/25, OCS successfully completed the refinancing of its 2016 Bond series. This strategic move was executed to capitalize on favorable market conditions, allowing the district to replace higher-interest debt with new bonds at a lower interest rate that resulted in a savings of \$394,000 for our district taxpayers. In May of 2026 OCS will be executing the early redemption of another \$15 million of its Qualified School Construction Bonds 2010 series bonded debt resulting in \$190,000 interest avoidance for our taxpayers.

## School Bond Loan Fund (SBLF) Debt Reduction:

In addition to the recent refinancing and planned early redemption, the district in the process of paying down its outstanding School Loan Revolving Fund debt. A proactive \$500,000 principal payment was made in December with another planned for in February 2026. Ultimately, we planned to have the School Loan Revolving Fund debt paid off by June of 2027, enabling us to reduce the Debt millage from 7.9 mills to 7.0 mills in July of 2027.



**Oxford Community Schools**  
Blended Full-time Equivalent (FTE) Pupil Count



# NEW COUNTY ASD CENTER COMING SOON!

Oxford Community Schools is moving forward with plans to host a countywide Autism Spectrum Disorder (ASD) Center-Based Program in partnership with Oakland Schools. It will be located at the Oxford Education and Innovation Campus (OEIC) on Drahner Road. The center will serve students from across Oakland County, including Oxford students, who require more intensive, specialized supports.

Construction of the approximately \$3.7 million facility will be fully funded by Oakland Schools, not Oxford Community Schools. Once operational, the program will also provide indirect cost reimbursement and rent revenue to the district.

# INVESTING IN OUR SCHOOLS

Many of the projects shown here involve essential systems that keep our buildings operating each day. As our facilities age, maintaining reliable heat and mechanical equipment remains an important part of providing safe learning environments. This year included boiler replacements at Clear Lake, Lakeville, and the Oxford Education and Innovation Campus (OEIC), along with necessary pool equipment repairs.

The OEIC kitchen project allows us to serve students at LOFT, Oxford Bridges High School, and Oxford Virtual Academy, as well as staff at those locations and the central office.





# SAFETY & SECURITY MEASURES AT OCS

Safety and well-being are core responsibilities that require sustained attention, reflection, and action. Oxford Community Schools has made long-term investments in systems that support secure environments, student and staff well-being, and coordinated safety practices. The elements outlined reflect a comprehensive, integrated approach that continues to evolve in response to the needs of our school community.

## ★ SECURE ENVIRONMENTS

- Evolv Weapons Detection
- Weapon detection Canine
- Armed Security on Every Campus
- School Resource Officers
- ZeroEyes Firearm Detection
- Nightlocks
- Exterior Door Numbers
- 3M Protective Film
- Building Alarms
- GoKits for Emergency Situations

## ★ WELL-BEING & CONNECTION

- GoGuardian Beacon & Teacher
- Gaggle
- Ok2Say
- SAEBRS Screener DK-12
- Early Warning System DK-12
- Trusted Adult
- Socio-Emotional Curriculum DK-12
- Bully Prevention Units DK-12

## ★ PREPAREDNESS & RESPONSE

- Raptor Visitor Management
- Raptor Emergency Management
- Raptor Student Safe
- Mass Notification System
- Emergency Preparedness:
  - Safety Drills
  - ALICE
  - Standard Response Protocol
  - Standard Reunification Method
- Thread/Suicide Risk Assessment
- PREPaRE Workshops 1 and 2
- Safety Committees

Visit [oxfordschools.org/safety](https://oxfordschools.org/safety) to learn more.



# COMMUNITY THREAT AWARENESS TRAINING

Oxford Community Schools is offering free **TERO (Threat Evaluation and Reporting Overview)** training for adults in the community. This awareness-based session helps participants recognize concerning behaviors, understand a behavioral approach to prevention, and learn appropriate reporting channels, while emphasizing the role of community involvement and respect for privacy and civil liberties. This training does not provide formal threat assessment or management instruction.

The same training is offered through two separate participation options. Participants should attend one session.

### Virtual Option (Zoom)

- February 26, 6:00–8:00 p.m.
- Register in advance: <https://tinyurl.com/OCSFebTero>



### In-Person Option

- April 16, 6:00–8:00 p.m.
- Register in advance: <https://tinyurl.com/OCSAprTero>



We hope to see you there!





## BOARD OF EDUCATION

**Amanda McDonough**, President  
**Mike Whitney**, Vice President  
**James Sommers**, Secretary  
**Shane Gibson**, Treasurer  
**Mike Aldred**, Trustee  
**Ann Acheson**, Trustee  
**Sara Beth Campagiorni**, Trustee

## ADMINISTRATION

**Dr. Tonya Milligan**, Superintendent  
**John Fitzgerald**, Business & Finance  
**Anita Qonja-Collins**, Teaching & Learning  
**Ryan Reid**, Human Resources

This publication was prepared and mailed by Oxford Community Schools to provide residents and families with information about district finances, programs, and operations.



## JOIN THE OCS TEAM!

At Oxford Community Schools, we believe that a world-class education begins with a world-class team. If you have unique talents, bring energy, dedication, and a love for helping students succeed, we'd love to have you on board!

Join us and see the difference you can make every day in public education.

Go to <https://www.oxfordschools.org/careers>



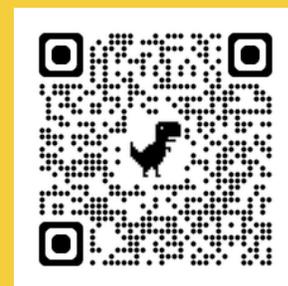
 **Now Hiring Paraprofessionals!**



## NOW ENROLLING!

### KINDERGARTEN AND DEVELOPMENTAL KINDERGARTEN

- All Day, Every Day
- Age Appropriate Instruction
- World Language & Culture Program
- Suzuki Strings Violin
- Technology Enhanced Classrooms
- Certified Teachers
- Before & After-School Child Care
- Michigan Green and Emerald Schools
- Free Admission for all Students to Athletic and Fine Arts Events
- Zero Pay to Participate - Free Athletics and Clubs



Visit [www.oxfordschools.org](http://www.oxfordschools.org) and click "Enroll"

 **Save your spot!**  
Enroll by April 30, 2026