

Year **4**



2022-2023

Portrait Of A Successful Graduate

Osceola School District's Strategic Plan

OSCEOLA COUNTY SCHOOL BOARD MEMBERS:

Terry Castillo - Dist. 1 | Julius Melendez - Dist. 2 | Jon Arguello - Dist. 3

Clarence Thacker - Dist. 4 | Robert Bass - Dist. 5

Dr. Debra Pace - Superintendent

Superintendent's Message

A MESSAGE FROM
DR. DEBRA PACE

In the Osceola School District, we are passionate about education, learning, and the very rewarding work of ensuring that we meet each and every child where they are and partner with them for success. As we enter our seventh year of strategic planning efforts as a district, outcomes have resoundingly shown that we are "getting better at getting better" in many areas. While the last several years have been challenging for every school district, it is of critical importance here in Osceola County that we return to the basics when it comes to high-quality instruction in our classrooms. To do that, this year's strategic plan goals and activities have a renewed focus on who matters the most - our learners - and what it takes to best prepare them to be successful, future-ready graduates.

The collective presence of our over 8,000 proud Osceola School District employees must mean positive results for children and be in direct support of student learning. We are reaching tirelessly towards a shared belief that by working together we can positively influence student outcomes. We are striving for our schools to be places where there is consensus on goals, where teachers are empowered, where building cohesive teacher knowledge happens daily, and supportive leadership makes great things happen for students and teachers.

Everyone has a seat at the table as we serve our successful, future-ready graduates: engaged parents; dedicated teachers, staff, and administrators; supportive business leaders; and all community residents. While the Friday night lights will be on at our high school football fields across the district this fall, every day is "Game Day" in the Osceola School District as we provide every *child, every chance, every day*. Our young people deserve no less.

Thank you for your continued support of our students and schools.



Debra P. Pace

Superintendent
Dr. Debra Pace



Strategic Plan
2022-2023





Osceola County
SCHOOL DISTRICT



Our Vision:

The Osceola School District will work in partnership with families and the community to ensure all learners develop the essential knowledge and skills of successful, future-ready graduates.



OSCEOLA SCHOOL DISTRICT PORTRAIT OF A GRADUATE

WE ARE
STRIVING FOR ALL
OSCEOLA COUNTY
STUDENTS TO BE
SUCCESSFUL IN LIFE
WITH THESE SKILLS
AND TRAITS:



Oral and Written
Communication



Problem-Solving
and Decision-Making



Collaboration
and Teamwork



Perseverance
and Resilience



Critical Thinking
and Inquiry



Academic
Competence



Responsible Digital
Citizenship



Financial
Literacy

*Every Child, Every Chance,
Every Day!*

Operational Beliefs

- A quality education is the fundamental right of every child.
- All stakeholders - staff, students, parents, and community members - share in the responsibility to ensure all children have an opportunity to achieve their dreams through engaged learning and hard work.
- We value and respect the work of our principals, teachers, and staff members and recognize the school district's role in contributing to the growth and prosperity of our community.
- We will teach students to use their voices responsibly to engage in our community and make our world a better place.
- We study the past to protect the future of our constitutional republic.
- We hold ourselves to high standards of truth, integrity, and diligence, and we commit ourselves to continuous improvement.





Goal Statement: Ensure all students are successful, future-ready graduates through high-quality, standards-based instruction in every classroom, every content area, every day.

Goal Lead: Dr. Belinda Reyes, Dr. Michael Allen, and Dr. Chundra Evens

Key Activities: **Provide Tier 1 instruction and strong pedagogy as the core foundation for student learning across all content areas in all grade levels:**

- Engage students in high-leverage AVID WICOR strategies to increase student learning and overall mastery
- Increase student mastery of the viable curriculum through the implementation of job-embedded professional learning on high-quality instructional materials/CUPs and pedagogy
- Strengthen student readiness to show mastery on college entrance exams (SAT and ACT) by bolstering preparation activities
- Prepare students for acceleration success, including College Board Advanced Placement (AP), International Baccalaureate (IB), Industry Certification (IC), Dual Enrollment (DE), and Armed Services Vocational Aptitude Battery (ASVAB)
- Enhance student technology usage to include creation and innovation leading to authentic student engagement
- Engage every student in future-ready skills, knowledge, and plans for post-secondary success through the implementation of Xello



Key Activities:

(continued)

Strengthen instructional practices through Professional Learning Communities (PLCs):

- Provide high-level overview/deep-dive leadership training for school administrators and school PLC facilitators to support collaborative team expectations
- Develop and sustain a district PLC guiding coalition to champion and enhance collaboration as the standard way of work
- Develop and promote monthly PLC Placemat to provide timely guidance and support to all collaborative teams
- Provide differentiated training and support to individual schools and collaborative teams based upon needs

Metrics:

By the end of 2022-2023:

- Meet or exceed the state average on ELA and Math FAST results
- 90% graduation rate or higher to meet or exceed the state average
- 85% of high school seniors or higher will complete a post-secondary plan
- 60% or higher high school acceleration rate
- 50% or higher pass rate on all Advanced Placement tested areas
- Increase the percent of students scoring a Level 3+ Science in grades 5, 8, and the Biology EOC from 51% to 61%
- 69% or higher Civics EOC scores and 69% or higher US History EOC scores
- 75% of students in grades 5, 8, and 12 will complete two or more Xello life skills activities

**Data retrieved from district reported grade or as reported on EdStats as appropriate*



Osceola County
SCHOOL DISTRICT

Our Mission:

Inspiring all learners to reach their highest potential as responsible, productive citizens.





Goal Statement: Champion a culture that attracts, develops, and retains quality employees committed to serving successful future-ready graduates.

Goal Lead: Tammy Otterson

Key Activities:

Recruit:

- Implement “Why Osceola” recruitment campaign to inform potential candidates of District benefits and unique opportunities for working for the Osceola School District
- Use entrance and exit survey data to identify and expand use of the most effective recruitment initiatives, staff supports, and other resources

Develop:

- Enhance and align employee pipelines to individual and organizational needs
- Engage current leaders in the support and development of all employees
- Develop a Leadership Tracking System to increase diversity and employee pipeline participation

Retain:

- Analyze the path of a first-year employee to determine appropriate timeline of communication and support
- Create and implement a who-to-call list for key personnel supporting employee satisfaction and customer service
- Utilize stay interview results to identify career pathways and individual needs to support employees' professional goals and increase morale
- Provide on a regular basis strategies for recognizing, honoring, celebrating, and elevating teachers and staff



Metrics: By the end of 2022-2023:

- 100% of instructional employees will engage in a Stay Interview with their immediate supervisor
- Increase employee retention by 5%
- Increase employee pipeline participation by 10%
- 70% or more teachers and staff members will report feeling recognized and appreciated by their school and department leaders on the TNTP Insight Survey



Fiscal Responsibility

GOAL 3

Goal Statement: Utilize all district resources efficiently to enhance the learning environment for successful, future-ready graduates and ensure financial sustainability.

Goal Lead: Sarah Graber and Peter Thorne

Key Activities:

Long-Term Financial Sustainability:

- Prioritize ESSER/ARP funding to maximize impact on student achievement
- Develop a plan to address salary compression of teachers and support staff
- Strengthen the Health Services Plan governance structure for maximum efficiency and long-term financial sustainability
- Maximize efficiencies within our capital plan to meet the needs of growth over the next 10 years within limited resources

Digital Transformation Initiatives:

- Finalize electronic timekeeping, complete KRONOS integration with Terms, and improve payroll processes
- Complete implementation of Multi-Factor Authentication districtwide for increased cybersecurity
- Establish ERP replacement plan and complete districtwide business process mapping
- Reestablish software review to eliminate redundancy and ensure return on investment





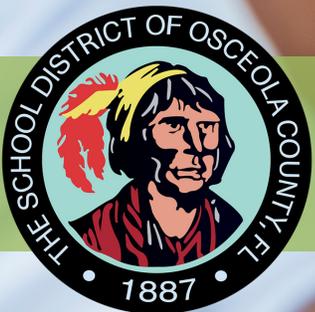
Fiscal Responsibility

GOAL 3

Metrics:

- Maintain 95% of student digital devices in use
- Increase average number of days that Green Shirts visit schools from 21 to 24 days annually per employee
- Maintain required minimum balance for the health services trust fund at two months' worth of claims expense as required by statute
- Increase percentage of preventative healthcare screenings by 5%
- Transition 100% of non-exempt employees timekeeping records to electronic
- Ensure 100% employee participation for multi-factor authentication
- Map 100% of ERP business processes for the current state





Every Child, Every Chance, Every Day!



Goal Statement: Build advocacy, engagement, empowerment, and capacity of all stakeholders in support of successful, future-ready graduates.

Goal Lead: Dr. Rene Clayton and Dana Schafer

Key Activities:

Expand and enhance two-way outreach to stakeholders:

- Utilize ThoughtExchange to create stakeholder feedback loops to gather scaled community input that will guide improvement efforts
- Analyze school and district-level survey data and stakeholder input to create strategies that have a positive impact on culture and climate, with monitoring as part of the school and district Stocktake processes

Build awareness and capacity of parents and students of expectations:

- Develop PowerUp 4 Success programming and expand Student Voice work in collaboration with the Alliance for Public Schools and the University of South Florida
- Develop an awareness campaign for relationship and community building to include anti-bullying and behavior expectations
- Develop a districtwide attendance awareness campaign that includes the benefits of attending school regularly and best practices, along with school-level strategies and measures

Develop first-class offerings for students:

- Implement additional unique and specialized attractor programs by bridging elementary and middle school into high school academy pathways leading to high-wage, high-demand careers





Metrics:

- ThoughtExchange baseline data
- Insight survey data
- Comparison of school grades and parental involvement statistics
- Superintendent Focus Group and Roundtable minutes
- School Improvement Plans and Stocktake next steps
- Evidence of products and participation numbers from PowerUp 4 Success and Student Voice work
- Evidence of products and progress towards 95% daily average attendance goal
- Increase of 3% in new FTE and district enrollment



Every Child, Every Chance, Every Day!



Safety and Security

GOAL 5

Goal Statement: Improve school climate through positive behavior, enhanced mental health support, and life skills development needed for future-ready graduates.

Goal Lead: Tom Phelps

Key Activities:

Life Skills Support:

- Establish and support a mentor program at five middle schools
- Expand “Expect Respect” through Help Now
- Enhance the fidelity of bullying investigations and processes

Mental Health Support:

- Ensure mental health lessons in Grades 6-12 are conducted with fidelity

Discipline Support:

- Partner with Park Place Behavioral Healthcare for substance abuse program (SAP) in lieu of expulsion
- Through PBIS training, school staff will identify one root cause impacting student learning and behavior and develop an action plan to improve student behavior
- Reduce classroom disruptions through improved class community strategies, de-escalation techniques, and restorative practices
- Deans or Assistant Principals will collaborate with School Counselors, School Social Workers, and/or mentors to meet with students who have multiple referrals and transition students back from suspension



Safety and Security

GOAL 5

Metrics:

- Reduce the number of discipline incidents and improve grades of mentees by 10%
- Reduce bully-related incidents by 10%
- Implement and report post-survey data showing 80% of classrooms will complete post-lesson survey
- Reduce the number of expulsions for drug-related incidents by 20% and provide referral/completion rates for SAP
- Reduce SESIR incidents by 10% districtwide
- Utilizing restorative practices, reduce disruptive behavior by 10%
- Provide data on the number of students receiving behavior interventions
- Provide mental health referrals and average daily attendance data