



The School District of Osceola County, Florida

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Dr. Mark Shanoff
Superintendent Search Finalist
Entry Plan

Dear School Board Members of Osceola County,

I am very excited to be your new Superintendent. The partnership we share is vital to the organization's success and I look forward to working side-by-side with each of you to ensure the best outcomes for our students and to continue to be the center of what makes Osceola County a desirable place to live and work.

Our collaboration over the next several months will generate enthusiasm in our community, confidence among our team members, and ultimately lead to the best outcomes we have ever had. You have my word that my heart, my head, and my belief are all in for Osceola County Schools.

The talent is here. My entire career has been about doing the work from within. It's a critical value driver for me. The district leadership, the district staff, the school-based leadership and the school-based staff are dedicated professionals that deserve trust. I'm not in the business of changing people. I will have to work to earn their respect and their trust. Positional authority exists only on paper until you earn it from those you lead. I'm in this to enhance what we are doing to accelerate the work.

The SDOC Strategic Plan has five goals that must work interdependently for collective success. I'm excited that my experience allows us to work as a team finding alignment; as I have worked as a business chief connecting our non-teaching and learning work to the academic achievement goals.

For my teams and me, it's always been about the students; as a teacher, as an assistant principal, as a principal. But it was also the focus during my time as a COO in Volusia. We made sure everything we did, every project we endeavored, we re-focused around how this would impact the student experience. The same holds true in my current role as CIO. As a father, I know firsthand that developing strong relationships between our students and staff is a crucial component of our work. It is about our kids and ensuring they are successful. Developing strong relationships is a critical component to student success and teacher/staff morale. We have an obligation to support our school and district leaders, so that they may support their team members, who make the environment conducive for all students to learn.

I chose to share my experience as an ESE student in the preliminary stages of the Superintendent Search because resilience is something all of us have embedded. I needed to commit myself to learn how to read again. . .as a teenager. But it also taught me about how valuable the role of the parent is in educating their child. One of the reasons I believe I achieved success as a principal was because every parent coming in to school had a vested interest in their child's success. The social contract between a school and a parent is no different than other social contracts between other institutions and the communities they serve. I've always believed that education remains a partnership, rooted in trust. We will ensure our parents view the School District of Osceola County with the same positivity they view other trusted relationships.

Leadership on Day 1 matters. My experience leading all three levels allows me to walk into a Kindergarten classroom with a principal and talk instruction at 8 AM, to a middle school classroom at 10 AM and talk instruction and a high school classroom at noon and understand the environment, culture and expectations for that school and those classrooms. Because I lived it. My schools have always achieved at high levels. Dillard Street Elementary was always high performing. Ocoee Middle School was an Apple Distinguished School and Florida's State Demonstration School for Technology. Edgewater High

Entry Plan Goals

- Ensure an effective transition through scheduling as many public events and visits as is necessary to introduce myself to the SDOC workforce, the community, and listen.
- Build and develop a collaborative relationship with the board members built on trust, alignment and efficiency.
- Communicate with as many stakeholder groups as I can to discuss what is working, what isn't working and how the district can better communicate with them.
- Use multiple modalities to engage stakeholder groups, including ThoughtExchange.
- Colaborate with OCEA, ESP and teamsters to establish a productive working relationship and that they understand just how valuable they, and the professionals they represent, are to the organization.
- Build excitement for Year 5 of the Strategic Plan.
- Establishing a commitment to adjustments to ensure all students are inspired to reach their highest potential as responsible productive citizens.

Expected Outcomes

FOCUS AND DIRECTION	KEY FINDINGS	COMMITMENT
for our stakeholders	presented to the Board and stakeholder groups soon after my first 100 days	to Year 5 of the Strategic Plan

Board Governance

Our collaboration and working relationship are vital to the success of SDOC. In order for us to meet our goals, ensuring all students to reach their highest potential as responsible, productive citizens, we must establish strong relationships with each other individually and together as a whole. You have my commitment to work closely with you around communication, management, board governance, and working through constituent issues.

- Share results from town hall style meetings.
- Establish a 1:1 meeting schedule that is meant to build trust, communication and understanding.
- Hold Board retreat to discuss protocols, roles, responsibilities, expectations for our interactions, and the Superintendent evaluation.

Goal #1 Academic Success

Activity	Business Process Owner (BPO)	Why is this important?	Timeline (for completion)
Scheduling	Schools; Student Services	Are our students properly scheduled into the correct courses for the upcoming year? Do they reflect the values of the district? If a high school student is not currently scheduled into an acceleration course, why? Are there disparities in student representation in advanced coursework (honors, AP)?	7-2023
Alignment to outcomes	Cabinet; REA	Are we seeing programs improve outcomes or teacher behaviors create outcomes? How does <i>this align to Goal #3</i> with AROI	8-2023
Attendance	Student Services	Chronic absenteeism is affecting 26,000 students? What are the contributing factors and how do we reduce Chronic absenteeism by 25% in the upcoming year? Ask the students what it takes to keep them at school (<i>Goal 4 alignment</i>)	8-2023
Discipline	Student Services; Cabinet; Principals	Does our discipline data reflect our values? The same subgroups underperforming are the subgroups disproportionately identified as discipline leaders in out of school suspensions (2 or more). Ask the students how we can better support a safer environment with less disruptions to the academic day (<i>goal 4 alignment</i>)	9-2023
Post-secondary Readiness/Graduation rates	Principals; cabinet; student services	Graduation rates in certain subgroups and overall have gone from above the state average to below the state average How will we start preparing students for graduation requirements as rising ninth graders? And (<i>Goal 4</i>) how do we engage parents in that process? What supports can we enable that will keep students on campus after-school to continue to work toward meeting those requirements? Can we re-work the day to allow for the supports during the day? When do we start the discussion about 2.0, 24 credits and test scores?	10-2023
ELL	Principals; multilingual services	Let's look at academic and wraparound services for ELL? Would academic AND cultural supports better onboard our ELL students. Do our Language Objectives built into the CUPs meet the goals?	11-2023

Goal #1 Academic Success

Entry Plan Strategies:

Look at the alignment of the academic support offices that support teaching and learning and student services. What opportunities exist for alignment?

Build out regular meetings with students below 2.0 every semester to discuss supports.

Align student disciplinary procedures to the new HB1035 and guidance and rules developed by the State Board of Education and the Office of Safe Schools. Hold regular “solution sessions” with teachers and principals around discipline. Folks want to be heard and responsiveness is a primary driver to keep professionals within the organization.

Investigate how we can increase Acceleration opportunities for high school students. These appear to be what is currently on the CAPE list, Dual Enrollment, or AP. We should look at expanding possibly to include AICE or another form of classical education.

Visit every school and meet with all principals. Garner feedback from the principals via ThoughtExchange. I want to ensure all principals have my cell phone number and I am fully invested in their success.

Convene the Superintendent’s Advisory Council—a cross section of student leaders from all high schools. Doesn’t need to be the student government leaders from each school.

Can we make a concerted effort to include ELL students in chess club, geography bee, math club competitions—some hook that gets them excited about school and feeling included.

We want to expand mentoring opportunities for kids.

Goal #2 Talent Management

Activity	BPO	Why is this important?	Timeline
Recruit	HR	Establish relationships with colleges of education along the I-4 Corridor. Speak directly to the Colleges of Education cadres of classes. Sign our interns to contracts Seek out relationships with out-of-state colleges of education to promote working in our district Usher certified leaders in industry to teach in our career and technical education courses. <i>Align with Goal 4</i> to co-brand our district and local businesses that employ our graduates and let them develop their own pipelines for highly certified students joining the workforce. Work closely with our military veteran organizations to speak to the nobility of teaching. Perhaps it starts with coaching or becoming a club sponsor.	3-2024
Develop	HR	Ensuring our pipelines remain moving. If employees see the ability to move upward, expand their skill set, especially in leading—not just schools but teams, that will bring more folks into the pipeline. <i>Goal 4 alignment</i>—how do we market our pipelines to external candidates in the recruitment process and to our community at large. Everyone wants to support a learning organization. Online coaching and feedback vs. in person: Let's investigate which has more impact. We should focus on where we have the most impact. If online coaching and feedback reaches a wider audience but has no correlational value, is it worth it (<i>Goal 1 Alignment</i>)?	3-2024
Retain	HR	Flattening communication between the Superintendent and the teachers and support staff in the classrooms and in our schools and buildings will help: Superintendent Job Shadowing Substitute for a Day (<i>Goal 1</i>) Solution Sessions-roundtables Employee recognition program	6-2024

Goal #2 Talent Management

Entry Plan Strategies:

Engage Rollins, UCF, Florida Southern, BCU, and even FIT and Florida Polytechnical University for hard-to-fill vacancies.

Initiate relationships with colleges of education in Georgia, Texas, Ohio, Pennsylvania, and New York. Are they holding job fairs for just their students?

Sign all of our fall and spring interns to contracts.

Work with our retired military community to either leverage some of the State's new rules about teaching pathways for veterans, or filling some of our hard-to-fill district business functions.

Initiate the Beginning Teacher of the Year Program to complement our Teacher of the Year Program.

Superintendent Job Shadowing—I want to be a bus monitor; I want to change A/C filters; I want to clean a classroom.

I want to participate in Stay Interviews.

Personally, participate in recruitment functions.

Goal #3 Fiscal Responsibility

Activity	BPO	Why is this important?	Timeline
Review Software Approval Process	CIO, REA	Make sure requestors are tying their request back to one of the goals and includes how the success of the software will be measured. (Goals 1, 2, 3, 4, 5)	12-2023
Program Evaluation	REA	Aligning dollar cost average and opportunity costs to program evaluation. Build a rotational schedule for program evaluation to ensure we are as malleable as the needs of our organization. Are we maximizing our expended dollars? (Goal 1)	12-2023
Construction design savings	Chief Facilities Officer	Review ODP in the last five years; value engineering process when cost escalations are unavoidable, and the technology packages going into each school—do they match the learning spaces (Goal 1, 2, 5)	8-2023
Online Surface Area risk assessment	CIO, Contract Administration	Review our online footprint, determine layers for information security; ensure our vendors align with SB 262; security vulnerabilities run the risk of bringing the network down which impacts instruction (Goal 1).	11-2023
Meet with bargaining team	Deputy Supt, HR Dir	Regular updates from the team so we can update the Board regularly (Goal 2).	9-2023
Business Process Mapping	CIO, CFO (Chief Financial Officer)	Consistent business case standards require us to ensure new projects align with data governance and account for recurring and non-recurring costs.	11-2023
ERP Timeline	CIO, CFO	Onboarding the ERP Consultant for building the RFP—managing the requirements in the RFP to include the many functions and business entities; where can ancillary software be retired due to new ERP and repurpose those funds.	11-2023
Capital Renewal and Growth	CFO, PIO	Preparing strategy for the renewal of the sales tax and the rapid growth and construction of the area.	10-2023

Goal #3 Fiscal Responsibility

Entry Plan Strategies:

The ERP implementation will be the single biggest lift in the district between now and it's implementation. The Superintendent has to know how to implement an ERP system.

Program Evaluation is designed to ensure our programs are operating as they were intended. There is strength in course corrections. We are a dynamic organization.

Technology is every bit part of the student environment as the physical environment. We have to ensure our network and refresh plans are current.

Have we provided IT the tools to protect our environment? Malware and ransomware attacks are on the rise and we need.

In establishing business mapping, have we fully established data governance procedures to ensure new software does what we want it to do? Do we have a business case model that allows Chiefs from all sides of the organization to determine whether this helps advance our goals?

In knowing that salary/compensation is the fourth most popular reason for instructional resignations, how can we take a deep dive internally on ancillary components that drive retention.

You can only spend a dollar once.

If something doesn't work, then we can acknowledge it doesn't work. There is safety in transparency.

Goal #4 Community Engagement

Activity	BPO	Why is this important?	Timeline
Superintendent's Student Advisory Council	Superintendent/PIO	Let's focus on one main student led initiative that creates community, positivity and spirit around our schools.	10-2023
OEP/UCF/Bridg	Superintendent/PIO/CFO	How can we leverage student ideas into solving alienation of our students which leads to attendance and discipline issues? (<i>Goals 1, 5 alignment</i>) Continue to leverage Upskill Osceola, Neovation, and the BBB grant that will help transform our community into the epicenter of the re-shoring semi-conductor industry and modeling and simulation industries.	11-2023
Faith-based advisory council	Superintendent/PIO	Outreach to our faith leaders in Osceola County to provide services and in-kind support to local schools. Establish cross communication between perceived social and spiritual needs of the community and what is happening in schools.	10-2023
Industry Council	Superintendent/CTE Director/ PIO	Work closely with the Orlando Economic Partnership, industry leaders, the Osceola County Commission, and the other municipal commissions to continue to strengthen the partnership of our schools and our business/government supports. What skills are you looking for from our students?	10-2023
Town Hall/ Focus Groups	Superintendent/PIO	Regular face to face communication with our citizens, parents, workforce. We need a feedback loop. Our residents and families need to know that when I visit, I'll be back. And, that I'm accountable to them.	10-2023
Review parent notification procedures	PIO	We want to be sure we notify parents in a way that makes it easy for them to receive in formation in short amounts. We want our parents to have easy access.	8-2023
Messaging expectations	Cabinet	Superintendent has to clearly communicate to staff at all times. And keep lines of communication always open.	8-2023
Strategic Planning	Superintendent, Cabinet, School Board	Our Strategic Plan is going into Year 5 of 5. We need to consider what revisions will need to take place and have we adapted appropriately. How do we engage in feedback? How do we leverage choice and innovation to take a more prominent role—externships, internships	12-2023
Education Foundation of Osceola County	Superintendent, PIO, Choice and Innovation	The Foundation has long been a supporter of our students, providing life changing scholarship opportunities to be responsible, productive citizens.	8-2023

Goal #4 Community Engagement

Entry Plan Strategies

Meet with the PIO for my own edification of her systems and structures and learn from her.

Map out the town hall style meeting schedule.

Coordinate meetings with Osceola County Manager and the County Commission, city leaders, Sheriff Lopez, Police Chiefs.

Meet with local reporters.

Co-host additional community meetings with Board members.

Meet with charter school operators to ensure we maintain a strong collegial partnership.

Engage OEP for partnership opportunities around the current BBB grant.

Superintendent has to clearly communicate to staff at all times. And keep lines of communication always open.

Continue Osceola B.E.S.T. campaign.

Develop a weekly newsletter or YouTube message to our community that highlights our work.

Ensure that we continue to promote our choice and innovation programs at elementary, middle and high school.

Align with the Education Foundation for Osceola County and support the vision Mr. Tompkins had when he created the Foundation.

Ensure we have alignment with the job market and course offerings.

Goal #5 Safety and Security

Activity	Business Process Owner	Why is this important	Timeline
S&S Audit	Director, S&S	Review last safety and security audit	8-2023
Current Supervision Plans	Director, S&S	Prioritize any camera of safety projects to close vulnerabilities within our security posture Ensure all school supervision plans are reviewed with SRO, Safety and Security and High School Associate Superintendent Convene quarterly executive sessions around security	7-2023
Board Updates	Director, S&S		6-2024
Universal expectations for students	Superintendent, Student Advisory Council	Ensuring our students hold each other accountable and our teachers understand supports in place.	11-2023
Review SRP	Director, S&S	Fully understand the current standard response protocol (SRP) for our district	7-2023
Public Safety Introduction	Director, S&S	Meet with law enforcement leaders and SRO supervisors to ensure alignment of expectations and contractual obligations.	7-2023

Goal #5 Safety and Security

Entry Plan Strategies

Ensure we properly onboard new employees with our security and safety standards.

Regularly meet with Facilities around perceived gaps in schools

Meet with school administration to enhance supervision plans

Regular reminders for students to utilize FortifyFL or contacting school administration and for them to understand the SRP.

Maintain the safety and security of students when online and communicating on the school's network.