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

**Heather Kahoun** - Dist. 4  |  **Erika Booth** - Dist. 5

**Dr. Debra Pace** - Superintendent

# Osceola County
## SCHOOL DISTRICT

*Our Mission:*

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

# 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

Perseverance and Resilience

Responsible Digital Citizenship

Problem-Solving and Decision-Making

Critical Thinking and Inquiry

Financial Literacy

Collaboration and Teamwork

Academic Competence

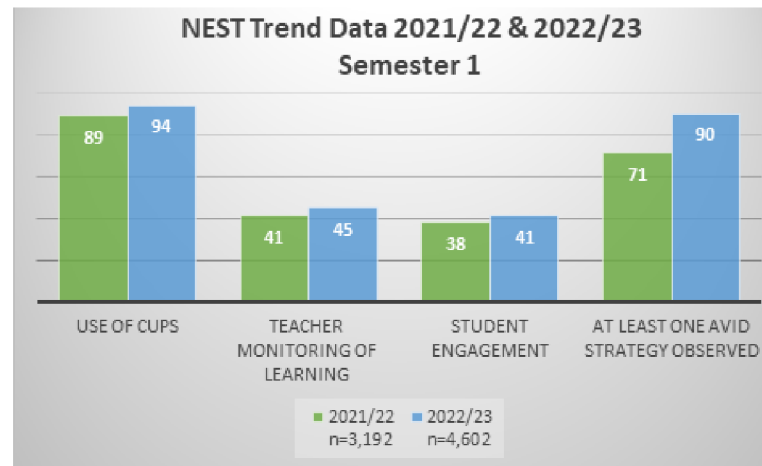*Every Child, Every Chance, Every Day!*

**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 Leads:** Dr. Belinda Reyes, Dr. Michael Allen, and Dr. Chundra Evens

**Mid-Year Highlights:**

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

• **AVID – (Achievement Via Individual Determination):**
  ○ Writing, Inquiry, Collaboration, Organization, and Reading (WICOR) strategies have been embedded into all core content Curriculum Unit Plans (CUPs) at all grade levels
  ○ The district is continuing to build the capacity of school-based AVID coordinators and academic coaches
  ○ The Multicultural Education Department is intentionally adding WICOR components within the Language Goals embedded into the CUPs
  ○ The Career and Technical Department is embedding AVID training and continues to send teachers to AVID training through Perkins Grant Funds
  ○ Nationwide AVID Showcases were held at Pleasant Hill Elementary and Poinciana High School
  ○ Non-evaluative School Trend (NEST) data is currently trending upward in key areas identified in the strategic plan



NEST Trend Data 2021/22 & 2022/23 Semester 1

| Category | 2021/22 | 2022/23 |
|---|---|---|
| USE OF CUPS | 89 | 94 |
| TEACHER MONITORING OF LEARNING | 41 | 45 |
| STUDENT ENGAGEMENT | 38 | 41 |
| AT LEAST ONE AVID STRATEGY OBSERVED | 71 | 90 |

2021/22 n=3,192    2022/23 n=4,602

- **Increase student mastery of the viable curriculum through the implementation of job-embedded professional learning on high-quality instructional materials/CUPs and pedagogy**
  - Professional learning is intentionally provided utilizing a job-embedded approach
  - Carnegie Learning has supported:
    - Total of 266 in-classroom support visits and 1:1 coaching/support has been provided to teachers in 15 K-12 schools

| Elementary | | Middle | High |
|---|---|---|---|
| Central Avenue | KOA Elementary | Denn John Middle School | Liberty High |
| Chestnut Elementary | Mill Creek Elementary | Kissimmee Middle School | Osceola High |
| Deerwood Elementary | PAFA | | |
| Flora Ridge Elementary | Sunrise Elementary | | |
| Highlands Elementary | Thacker Avenue Elementary | | |
| Kissimmee Elementary | | | |

  - Core Connections on-the-job professional learning was attended by 606 elementary, middle, and high school educators the first semester to improve writing instruction
  - Open Court job-embedded training occurred in 25 elementary and two K-8 schools with a total of 591 teachers participating
  - Instructional materials and CUPs were provided to 4,065 teachers during the district Professional Learning day (Sept. 23, 2022)
  - Instructional Mentors (75) and Instructional Coaches (56) were Lead, Elevate, Accelerate, Retain, and Nurture (LEARN) trained between June 2022 – December 2022
  - School-based professional learning on Interactive Science Notebooks is taking place at elementary, middle, and high schools
  - Science Content Nights are facilitated monthly
  - Advanced Placement Dashboard training has been completed for high school Principals
  - Advanced Placement Potential training has been provided to all high school Assistant Principals of Instruction and Counselors

- **Early Literacy And Math Fall and Winter Comparisons:**

| Grade | Renaissance STAR FAST Early Literacy | | Renaissance STAR FAST Reading | | Renaissance STAR FAST Mathematics | |
|---|---|---|---|---|---|---|
| | % Student above proficiency level FALL | % Student above proficiency level WINTER | % Student above proficiency level FALL | % Student above proficiency level WINTER | % Student above proficiency level FALL | % Student above proficiency level WINTER |
| K | 43 | 55 | N/A | N/A | 23 | 29 |
| 1 | 48 | 48 | 35 | 78 | 57 | 64 |
| 2 | N/A | N/A | 33 | 38 | 40 | 44 |

- **FAST Data:**

| Grade | ELA FAST Cambium %3 and above Fall | | ELA FAST Cambium % 3 and above Winter | | Grade | Mathematics FAST Cambium %3 and above Fall | | Mathematics FAST Cambium % 3 and above Winter | |
|---|---|---|---|---|---|---|---|---|---|
| | State | District | State | District | | State | District | State | District |
| 3 | 22 | 18 | 36 | 28 | 3 | 9 | 5 | 30 | 17 |
| 4 | 33 | 25 | 44 | 33 | 4 | 10 | 5 | 28 | 18 |
| 5 | 34 | 27 | 42 | 31 | 5 | 15 | 8 | 31 | 18 |
| 6 | 38 | 30 | 41 | 33 | 6 | 18 | 8 | 36 | 16 |
| 7 | 35 | 27 | 39 | 31 | 7 | 20 | 12 | 30 | 22 |
| 8 | 32 | 25 | 36 | 28 | 8 | 12 | 7 | 34 | 25 |
| 9 | 34 | 30 | 39 | 30 | 9 | N/A | N/A | N/A | N/A |
| 10 | 36 | 29 | 39 | 31 | 10 | N/A | N/A | N/A | N/A |

**Academic Success**

- **NWEA Data:**

| NWEA ELA 11/12 Fall | | NWEA ELA 11/12 Winter | |
|---|---|---|---|
| Grade | Above 50 percentile | Grade | Above 50 percentile |
| 11 | 54% | 11 | 40% |
| 12 | 52% | 12 | 39% |

| NWEA Science Fall | | | NWEA Science Winter | | |
|---|---|---|---|---|---|
| Grade | Above 50 Percentile | Level 3 or above | Grade | Above 50 Percentile | Level 3 or above |
| 3 | 56% | | 49% | 49% | |
| 4 | 59% | | 53% | 52% | |
| 5 | N/A | 33% | N/A | N/A | 31% |
| 6 | 56% | | 49% | 50% | |
| 7 | 51% | | 47% | 48% | |
| 8 | N/A | 26% | N/A | N/A | 27% |

| NWEA Math High School Fall | | NWEA Math High School Winter | |
|---|---|---|---|
| Course | 50 above percentile | Course | 50 above percentile |
| Algebra 1 | 16% | Algebra 1 | 17% |
| Geo | 30% | Geo | 32% |

| NWEA Math Middle School Fall | | NWEA Math Middle School Winter | |
|---|---|---|---|
| Course | 50 above percentile | Course | 50 above percentile |
| Algebra 1 | 76% | Algebra 1 | 74% |
| Geo | 99% | Geo | 97% |

- **Graduation:**
  - Ten high schools in Osceola County achieved graduation rates above the state average
  - Osceola County's graduation rate for English Language Learners is above the state average
  - Osceola County's graduation rate for at-risk students is above the state average
  - Four high schools in Osceola County are above the state graduation rate for students with exceptionalities (ESE)
  - Eight high schools in Osceola County are above the state graduation rate for free and reduced lunch students
  - Eight high schools in Osceola County are above the state graduation rate for students participating in the free and reduced lunch program
  - Ten high schools in Osceola County are above the state graduation rate for Emergent Bilinguals (English Language Learners)
  - Seven high schools in Osceola County are above the state graduation rate for students at-risk
  - Nine high schools in Osceola County are above the state graduation rate for male students
  - Twelve high schools in Osceola County are above the state graduation rate for female students
  - **Charter and Non-Charter Graduation Rates by School**

| | 2019-2020 % Graduates | 2020-2021 % Graduates | 2021-2022 % Graduates |
|---|---|---|---|
| DISTRICT | 91% | 90% | 85% |
| CELEBRATION HIGH SCHOOL | 94% | 94% | 86% |
| FLORIDA CYBER CHARTER ACADEMY AT OSCEOLA | 84% | 79% | N/A |
| FOUR CORNERS UPPER | 100% | 100% | 91% |
| GATEWAY HIGH SCHOOL | 94% | 88% | 85% |
| HARMONY HIGH SCHOOL | 97% | 95% | 88% |
| LIBERTY HIGH SCHOOL | 92% | 89% | 76% |
| MAIN STREET HIGH SCHOOL | 6% | 18% | 30% |
| NEW DIMENSIONS HIGH SCHOOL | 100% | 99% | 96% |
| OSCEOLA CO SCHOOL FOR THE ARTS | 100% | 100% | 99% |
| OSCEOLA HIGH SCHOOL | 94% | 91% | 87% |
| OSCEOLA VIRTUAL FRANCHISE (SECONDARY) | 94% | 98% | 100% |
| NEOCITY ACADEMY | N/A | N/A | 100% |
| POINCIANA HIGH SCHOOL | 94% | 93% | 92% |
| PROFESSIONAL & TECHNICAL HIGH SCHOOL | 100% | 99% | 100% |
| ST. CLOUD HIGH SCHOOL | 98% | 97% | 93% |
| ST. CLOUD PREP | N/A | 100% | 70% |
| TOHOPEKALIGA HIGH SCHOOL | 98% | 97% | 90% |
| VICTORY CHARTER SCHOOL | 99% | 97% | 61% |
| ZENITH ACCELERATED ACADEMY | 62% | 51% | 59% |

**Charter and Non-Charter Graduation Rates Overall**

| District | 2019-20 % Graduates | 2020-21 % Graduates | 2021-22 % Graduates |
|---|---|---|---|
| District Overall | 90.7% | 89.7% | 85.2% |
| District Non-Charter Only | 93.8% | 91.4% | 87.0% |
| Charter Only | 65.6% | 72.0% | 67.7% |

- **Graduation** *(continued)*:
  - ○ **Two-Year Surrounding County Comparison High School Graduation Rates:**

| District | 2020-21 % Graduates | 2021-22 % Graduates |
|---|---|---|
| BREVARD | 90.6% | 87.2% |
| HILLSBOROUGH | 89.2% | 87.9% |
| INDIAN RIVER | 95.0% | 94.6% |
| LAKE | 90.6% | 88.6% |
| ORANGE | 90.4% | 87.0% |
| OSCEOLA | 89.7% | 85.2% |
| PINELLAS | 92.0% | 88.1% |
| POLK | 85.3% | 78.3% |
| SEMINOLE | 95.5% | 93.0% |
| VOLUSIA | 91.9% | 88.9% |
| STATE | 90.1% | 87.3% |

  - ○ **Historical State and District Graduation Trend Data:**

| Year | Osceola | State |
|---|---|---|
| 2007-2008 | 63% | 63% |
| 2008-2009 | 72% | 66% |
| 2009-2010 | 76% | 69% |
| 2010-2011 | 76% | 71% |
| 2011-2012 | 78% | 75% |
| 2012-2013 | 78% | 76% |
| 2013-2014 | 78% | 76% |
| 2014-2015 | 81% | 78% |
| 2015-2016 | 82% | 81% |
| 2016-2017 | 86% | 82% |
| 2017-2018 | 89% | 86% |
| 2018-2019 | 90% | 87% |
| 2019-2020 | 91% | 90% |
| 2020-2021 | 90% | 90% |
| 2021-2022 | 85% | 87% |



Graduation Trend Data
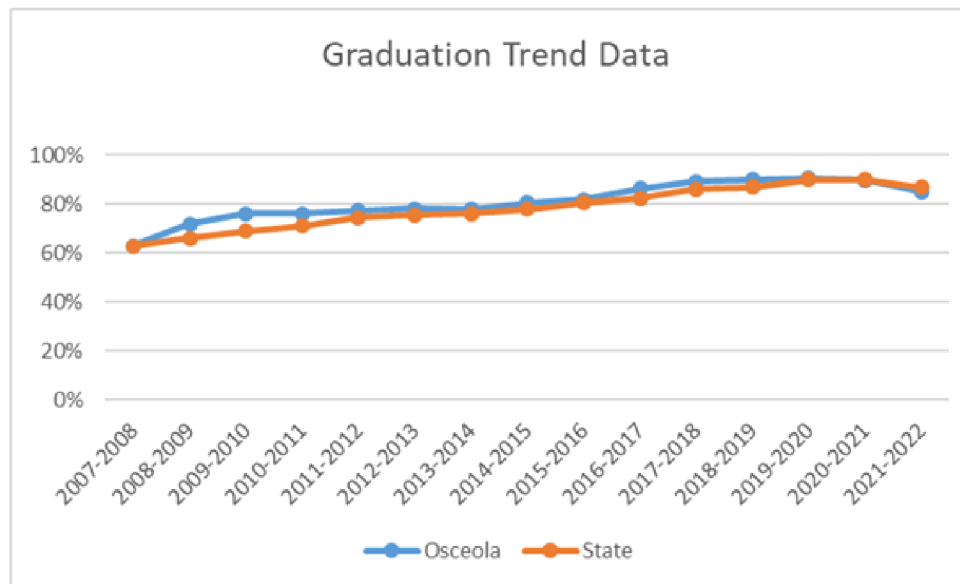
- **SAT/ACT Activities:**
  - Official SAT Practice (OSP) Khan Academy is available for every student in grades 9-12
    - 91% of 9-12 students are activated with a Khan Academy account
    - 85% of our students in grades 9-12 have started SAT practice in Khan Academy
    - Among seniors who need concordant scores, over 94% have started OSP, averaging 467+ minutes (as of 2/12/23). More than 61% of them are on track for 6+ hours by March SAT School Day.
  - College Board recently recognized four high schools for their performance in the national OSP Khanathalon
    - 2nd Place – Tohopekaliga High School
    - 3rd Place – Osceola County School for the Arts
    - 4th Place – New Beginnings Education Complex
    - 5th Place – Poinciana High School
  - Osceola Tips resumed this year for eligible 8th grade students



Middle School TIP Students Taking College Entrance SAT Exam

| Year | Students |
|------|----------|
| 2015/16 | 35 |
| 2016/17 | 88 |
| 2017/18 | 185 |
| 2018/19 | 254 |
| 2019/20 | 282 |
| 2020/21 | 318 |
| 2022/23 | 377 |
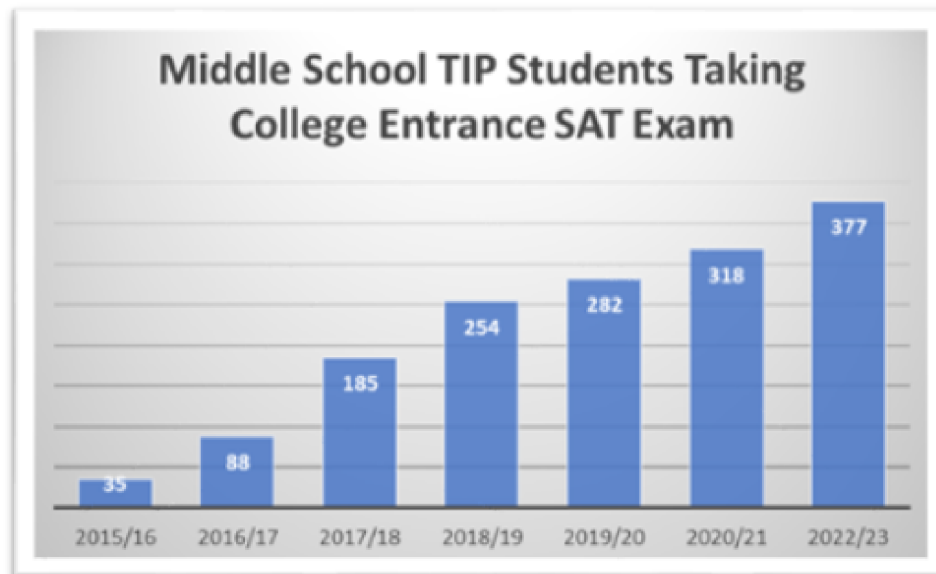
- **Acceleration:**

| School Name | Acceleration 19-20 | Acceleration Rate 20-21 | Predicted Acceleration Rate 21-22 |
|---|---|---|---|
| CELEBRATION HIGH SCHOOL | 63% | 57% | 60% |
| FOUR CORNERS UPPER SCHOOL | 68% | 53% | 75% |
| GATEWAY HIGH SCHOOL | 60% | 55% | 49% |
| HARMONY HIGH SCHOOL | 52% | 61% | 63% |
| LIBERTY HIGH SCHOOL | 40% | 41% | 53% |
| MAIN STREET HIGH SCHOOL | 8% | 15% | 12% |
| NEOCITY ACADEMY | N/A | N/A | 95% |
| NEW DIMENSIONS HIGH SCHOOL | 88% | 88% | 87% |
| OSCEOLA COUNTY SCHOOL FOR THE ARTS | 80% | 85% | 81% |
| OSCEOLA HIGH SCHOOL | 52% | 46% | 50% |
| OSCEOLA VIRTUAL FRANCHISE (SECONDARY) | 76% | 64% | 65% |
| POINCIANA HIGH SCHOOL | 42% | 49% | 50% |
| PROFESSIONAL & TECHNICAL HIGH SCHOOL | 91% | 100% | 100% |
| ST. CLOUD HIGH SCHOOL | 61% | 59% | 62% |
| St. CLOUD PREPARATORY ACADEMY | N/A | 36% | 11% |
| TOHOPEKALIGA | 48% | 48% | 57% |
| VICTORY CHARTER SCHOOL | 49% | 26% | 43% |
| ZENITH ACCELERATED ACADEMY | 5% | 8% | 9% |
| DISTRICT | 54% | 54% | 58% |

(as of 2/12/23)

| Number of Passing AP in Survey 5 | | | |
|---|---|---|---|
| | 20-21 | 21-22 | Change From Last Year |
| Total | 2959 | 3677 | 718 |

- **Career and Technical Education:**
  - We are offering digital tool certifications for middle schools at select sites

| Number of Passing IC in Survey 5 | | | |
|---|---|---|---|
| | 20-21 | 21-22 | Change From Last Year |
| Total | 2242 | 2745 | +503 |

| Industry Certification Completions | | |
|---|---|---|
| YEAR | Middle School | High School |
| December 2022 | 88 | 488 |
| December 2021 | 92 | 433 |
| Changes From Last Year | -4 | +55 |

- **Dual Enrollment:**
  - Valencia is implementing a systemwide Dual Enrollment expansion strategy for increased enrollment of LBHS/PNHS students
  - Partnering with Helios to increase Dual Enrollment for Black Students
  - Through the district partnership with Valencia College, students are provided multiple points of entry to broaden eligibility for college entrance:
    - ACT/SAT scores
    - High school GPA
    - Fulfillment of prerequisite requirements
    - A students' demonstrated proficiency in the subject for which they wish to enroll
  - Use CFEED data to identify students for Dual Enrollment

| Number of Passing DE in Survey 5 | | | |
|---|---|---|---|
| | **20-21** | **21-22** | **Change From Last Year** |
| **Total** | 9343 | 6933 | -2410 |

| AA degrees earned 2020-22 | |
|---|---|
| 2020 | 114 |
| 2021 | 132 |
| 2022 | 128 |

- **Xello:**
  - The following indicates the progress towards the Xello end-of-the-year completion goal of 75%:
    - Elementary schools finished the month of December 2022 at 68%
    - Middle schools finished the month of December 2022 at 69%
    - High schools finished the month of December at 69%

- **Post-Secondary Progress (12th Grade):**

| Post-Secondary Plans | |
|---|---|
| 2021 | 27% |
| 2022 | 36% |

| FASFA Completions | |
|---|---|
| 2021 | 23% |
| 2022 | 25% |

*Next Steps:*
- Implement a comprehensive tiered plan of support to schools including:
  - Engaging every school in data disaggregation by subject, grade, and individual student to help with targeted intervention
  - Filling critical teaching vacancies with certified, non-classroom instructional support personnel
  - In addition to classroom modeling and side-by-side coaching, school and district non-classroom instructional personnel are providing targeted small-group instruction

| District School Support | |
|---|---|
| District Staff Serving Critical Vacancy Classrooms | District leaders, DRTs, and Staff Providing Small Group Instruction at Selected Schools |
| 31 | 78 |

  - Organizing targeted extended learning opportunities with ongoing progress monitoring
- Implement a comprehensive plan to increase graduation rates including:
  - Strategic monitoring of progress toward graduation components for at-risk seniors
  - Targeted SAT/ACT preparation efforts, including the use of Official SAT Practice/Khan Academy, designated intervention time built in the master schedule with district-vetted resources, and additional district and school-based monitoring of students' GPAs
- Require that information about Dual Enrollment, including fee waivers, course offerings, benefits of enrolling, and course requirements, be given to all high school students and families and be made available in the families' primary languages
- Providing Dual-Enrolled high school students with access to the same support services, such as academic advising, library resources, etc., that are available to regularly enrolled college students
- Provide Dual Enrollment oTECH opportunities for Pharmacy Tech, Accounting, Cyber Security, and Culinary at select high schools on their campuses in 2023-2024

## Next Steps:

- Progress Monitoring:

| Upcoming Progress Monitoring | |
|---|---|
| Assessment | Test Window |
| Grade 5 Science Mock Exam | February 27 - March 3 |
| Grade 8 Science Mock Exam | February 20 -24 |
| Civics Mock Exam (Middle School) | March 7-9 |
| U.S. History Mock Exam (High School) | April 3-28 |
| Biology Mock Exam (Middle and High School) | March 22-30 |
| Advanced Placement Mock Exams | March 1-April 14 |
| Algebra 1 Mock Exam (Middle and High School) | March 27 – April 7 |
| Geometry Mock Exam (Middle and High School) | March 27 – April 7 |

- Osceola Summer Experience

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

**Goal Lead:** Tammy Otterson

**Mid-Year Highlights:**

- **Recruit:**
  - **Implement "Why Osceola"** recruitment campaign to inform potential candidates of District benefits and unique opportunities for working for Osceola School District
    - New Hire Information:
      - 872 Instructional (40% are classified as Alternative Certification)
        - J-1 Visa Teachers
          - 39 added FY23
          - 22 are finishing their 5th year at the end of FY23
      - 699 Support
      - 5 Administrators
  - **Continue to promote support staff and sub employees to Instructional positions:**
    - 79 Support to Instructional
    - 61 Sub to Regular Teacher
  - **Teacher Apprenticeship Program:**
    - Working with the district's Career and Technical Education Department to establish a teaching apprenticeship program with the assistance of the Florida Department of Education, Division of Career and Adult Education, and the University of Florida College of Education
  - **Recruiting Events:**
    - Teacher Interview Palooza will kick off in mid-February. HR will vet candidate credentials. Any candidate that has or appears to be able to secure a teaching credential is guaranteed an interview. New for this year, HR will poll candidates on geographical area and their three choices of schools they want to be considered for hire. Interviews will be scheduled accordingly

- **Recruit** (*continued*):
  - **Boosting of Social Media announcements** - anyone who likes an event, HR sends them a direct invitation
    - Twelve "How to Become a Teacher" virtual sessions have been held
    - 923 registered (26% attended)
    - All receive a follow-up email with the presentation (whether they attend or not)
  - **Recruitment of J-1 Visa teachers** to place for 2023-2024 school year started in January. J-1 Visa sponsor partners are working closely with SDOC to provide candidates that have a specific interest in working in the Central Florida area
  - Thirty-one conditional offers, mostly for the 2023-2024 school year, were provided in Puerto Rico, in which the district took advantage of an opportunity to recruit while administrators were attending a conference.
    - 123 people registered and 37 attended
    - Human Resources followed up with virtual invitations to attend "How to become a Teacher" sessions for those who could not attend
  - Two district recruiters will be attending Pittsburgh Education Recruitment Consortium (PERC) in March. This is the first large out-of-state Job Fair we will be attending post-COVID
  - Partnership with the Puerto Rican Chamber of Commerce of Central Florida continues to expand. They have provided assistance with recruitment efforts. As an added value of building the relationship with HR, we have also provided information sessions on how to become business partners with our schools and how to do business with SDOC
  - Use entrance and exit survey data to identify and expand use of the most effective recruitment initiatives, staff supports, and other resources
    - **Exit Survey Outcomes** (7/1/22 to 1/20/23)**:**

### Instructional (197 respondents-2 skipped)
### What is the PRIMARY reason for leaving the School District of Osceola County?

| | |
|---|---|
| Other | 21.03% |
| Personal/family reasons | 20.00% |
| Retirement | 13.85% |
| Working conditions | 11.79% |
| Better compensation/salary | 8.21% |

# Talent Management

- **Recruit** (*continued*):

<u>**Support Staff (119 respondents-1 skipped)**</u>
**What is the PRIMARY reason for leaving the School District of Osceola County?**

| | |
|---|---|
| Better compensation/salary | 21.01% |
| Retirement | 20.17% |
| Other | 20.17% |
| Personal/family reasons | 16.81% |

**Instructional Separations by Quarter**

| FY20 | | FY21 | | FY22 | | FY23 | |
|---|---|---|---|---|---|---|---|
| 76 | 1st | 95 | 1st | 92 | 1st | 86 | 1st |
| 77 | 2nd | 79 | 2nd | 112 | 2nd | 78 | 2nd |
| 74 | 3rd | 85 | 3rd | 73 | 3rd | | 3rd |
| 8 | 4th | 43 | 4th | 64 | 4th | | 4th |
| 333 | End of Year | 434 | End of Year | 424 | End of Year | | End of Year |
| 568 | Total | 736 | Total | 765 | Total | 164 | Total |
| Retention/Turnover Data | | | | | | | |
| 86.37% | 13.63% | 82.57% | 17.43% | 82.19% | 17.81% | | |

## Instructional Vacancy Comparison*

| District | Percentage of Instructional Vacancies |
|---|---|
| Hillsborough | 3.11% |
| Indian River | 3.33% |
| Lake | 6.16% |
| Marion | 5.88% |
| Orange | 1.96% |
| Osceola | 4.03% |
| Pasco | 4.34% |
| Pinellas | 4.00% |
| Volusia | 3.40% |

*FADSS Survey Data 01.23.23

- **Bus Driver Separations for FY23:**
  - 28 Separations
    - 22 Resignation
    - 5 Retire
    - 1 Death
  - The top separation reason provided by transportation are drivers receive their CDL training from the district and then separate to work for theme parks or other transportation companies with better pay and working conditions

**"How did you hear about us?" question on the BrassRing application** - We have issued 62 recruitment incentive bonuses so far this school year

| Source | Numbers |
|---|---|
| Career Source | 151 |
| Current Employee | 134 |
| Did not respond | 193 |
| Facebook | 35 |
| Steps to Become a Teacher Info Session | 7 |
| Indeed | 418 |
| Instagram | 1 |
| Job Fair/Hiring Event | 11 |
| LinkedIn | 23 |
| Other | 63 |
| Positively Osceola | 5 |
| SDOC Website | 491 |
| TV | 3 |
| Twitter | 1 |
| Word of Mouth | 38 |

- **Develop**
  - **Engage current leaders in the support and development of employees:**
    - School leader input on the development of pipeline programs, such as gathering input from various stakeholders on needs of current Asst. Principals
    - Continued professional learning provided through FAU on Mentor/Coaching for current school and district administrators
    - Education Advisory Board (EAB) kickoff meeting was held on November 29th to discuss research-based best practices in leadership development and for developing a sustainable Principal Support System
    - Executive Professional Development Council, consisting of district leaders and instructional staff, meets monthly to deepen understanding of the FLDOE Professional Learning Standards and determine changes needed in implementing their Professional Learning Action Plans

  - **Enhance and align employee pipelines to individual and organizational needs:**
    - A total of 65 Instructional Coaches and Instructional Mentors were trained during the summer in LEARN coaching and mentoring model. The remaining 77 individuals will be trained beginning September 8th and will be finished by January 17th
    - Fall endorsement courses (Gifted, Reading, ESOL, ASD) for instructional employees needing to meet certification requirements closed in December. Winter courses started in January. New opportunities to meet the reading endorsement criteria have been made available through the UF Flamingo project and the UF Lastinger Center Microcredential programs
    - Revised leadership pool application process. To date 14 Principals and 24 AP candidates have been accepted
    - Ongoing collaboration with LEARN, ESE Program Specialist, Multicultural Education, K12 District Resource Teachers, and District Curriculum and Instruction team to continue development of common instructional coaching work

- **Develop** (*continued*):
  - Twenty-four rising instructional leaders were accepted in the Fall cohort of Aspiring Assistant Principal Academy. A second cohort was added in January with forty participants
  - Continued collaboration with UCF on the development of the School Leadership Micro-credential Series (SLMS): Driving Principal Leadership for Academic Excellence
  - SAMS training was implemented from November 2022 to January 2023. A total of 43 principals and 32 assistant principals have been trained with successful implementation

- **Retain:**
  - Utilize stay interview results to identify career pathways and individual needs to support employees' professional goals and increase morale
    - Stay interview professional development with outcomes as part of the Preparing New Principal Academy (PNPA) to communicate the importance and proper process for stay interview
    - 2,522 responses have been provided as of the mid-January. Current data indicates 2,137 indicate they will stay in SDOC more than 1 year, 283 likely to stay 6 to 12 months, and 102 likely to leave in less than six months
  - Provide, on a regular basis, strategies for recognizing, honoring, celebrating, and elevating teachers and staff
    - ECET2 was held on September 24th at the Embassy Suites on 535. 157 instructional and administrative staff were in attendance
    - Employee morale initiative has focused on Spring survey results requesting to be recognized and heard by district leaders. The superintendent has provided "Teacher Talks" as opportunities to meet directly with her and share concerns and ideas on how to address employee morale

- **Retain** (*continued*):
  - Implemented Morale Moment in January 2023, a 10-minute model/PD of morale ideas for administrators to recognize, honor, celebrate and elevate teachers and staff at monthly Superintendent meetings. Resources shared in Building Connections newsletter for school administrators
  - Provide opportunities for experienced teachers to facilitate learning for new educators (e.g., New Educator Symposiums, endorsement course facilitators, and PDCP facilitators)
- **Human Resources Audit Update:**
  - Four out of five Observations Areas have been addressed.
  - Work in the Observation Area of Employee Action Forms is still in progress. Human Resources continues to work with Information Services to identify and create virtual forms to phase out the use of the current Employee Action Form

## Next Steps:

- Updates to the salary handbook to be negotiated across contracts to improve our recruitment and retention strategy
- Develop scripts/timeline to support administrators in having conversations with teachers regarding their certification status. Scripts will include an Action Plan conversation to complete certification requirements. Timeline can include 45-day increments for providing "Certification Progress Points"
- Create an administrator onboarding session to support new administrators with their roles and responsibilities focusing on retention strategies
- Develop and plan for spring and summer professional learning opportunities
- Complete the new FLDOE Professional Learning System template for submission by March 31, 2023

**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

**Mid-Year Highlights:**

- The district is re-prioritizing operational dollars for salaries and benefits through the strategic abandonment of non-essential positions and programs
- The REA Department completed a one-to-one tutoring program evaluation demonstrating a return on investment
- Percentage of student digital devices distributed = 96.03%
- Percentage of student digital devices in use = 98.34%
- Capital funding has been allocated in the budget for student computer refresh
- Staff retention supplements were paid out on September 30, 2022
- ESP & Teamsters agreements for FY 2022-2023 address some tiering compression
- The district Implemented a new TPA effective 10/1/2022 (changed from Aither to EBMS)
- Annual energy savings generated $335,000 in using high performance building criteria
- KRONOS has been implemented for non-exempt staff as of August 1, 2022 (except bus drivers)
- Payroll procedures have been updated to include new timekeeping processes
- The district has launched ongoing phishing campaigns with a click rate of only 9% and reply rate of 1%
- Multi-Factor Authentication implemented districtwide for Office 365
- A process has been established to include rationale, usage analysis, and ROI for software renewals
- The district generated an electronic payment rebate revenue of $673,000 for calendar year 2022
- **Small Business and Veteran Programs:**
  - First set of goals established for the Construction Manager at Risk for the New High School "AAA"
  - Vendors have been contacted from involvement in numerous community engagement/outreach efforts and through various meetings
  - The district's Small Business and Veteran Programs Department will hold a Spring 2023 Open House on March 8 from 9:00 a.m. to 11:00 a.m.

## Next Steps:

- Salary proposals to be established and bargained to address compression
- Negotiate health plan design/funding model changes for FY 2023-2024 and beyond
- HIPAA engagement and claims audit underway with health plan consultant
- Establish data warehouse solution for the health services plan
- Analysis of administrative office space and other ancillary space needs as we grow
- Continue implementation of Small Business/Veteran program
- KRONOS Phase 2 – Electronic timekeeping solution for bus drivers/aides
- Multi-Factor Authentication for VPN for Administrators
- Complete district-wide business process mapping – current and future state
- Establish detailed project plan and timeline for ERP replacement
- Software Approval Committee to review approvals over five years old (in progress)

*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

*Mid-Year Highlights:*

- **Results from ThoughtExchanges for stakeholder engagement and feedback:**
  - **Administrators** asked "How will you apply the information learned from the speaker at this year's Welcome Back?"
    - #1 Rated Response: Focus on accessibility as that is key
    - #2 Rated Response: Define and foster a shared vision
    - #3 Rated Response: Set high expectations
  - **New teachers** asked "What do district leaders need to focus on to support you in being successful in your instructional role?"
    - #1 and #2 Rated Response: Increase pay
    - #3 Rated Response: Genuinely care about the well-being of teachers
  - **Administrators** asked "What gets in the way of us doing our best work?"
    - #1 Rated Response: Excessive requirements
    - #2 Rated Response: Sub coverage
    - #3 Rated Response: Timely onboarding of new teachers
  - **Teachers** asked "What makes you feel most valued and appreciated for the work you do?"
    - #1 Rated Response: My administration trusts that I am doing what is best for students
    - #2 and #3 Rated Response: Higher salary
  - **Principals and Department Administrators** asked "What action steps will you take in 2023 to improve culture and staff retention?"
    - #1 Rated Response: Write personalized notes of appreciation
    - #2 Rated Response: Strengthen the mentoring of new staff
    - #3 Rated Response: Help employees respond to feedback and change
  - School Board will utilize ThoughtExchange to get stakeholder input in the Superintendent Search
- Dr. Pace has done 11 virtual Teacher Talks this school year
- Insight survey results showed the district saw increases at or above national averages in all domains
- The Superintendent's new Roundup Blog has begun to share information on how parents can help their children on their educational journey

- Superintendent Pace has done four podcasts this school year on the following topics: parent engagement, college and careers, SAT prep/Kahn Academy, and School Choice
- **The Osceola B.E.S.T. campaign on social media and Remind focuses on:**
  - Be In Attendance
  - Efforts Towards Learning
  - Show Respect To All (Anti-bullying)
  - Take Time To Do The Right Thing (See Something/Say Something)
- **Student Voice outreach is being done at the following schools:** Gateway High, Tohopekaliga High, St. Cloud High, Harmony High, Osceola High, Denn John Middle, Celebration High, Poinciana High, Horizon Middle, Liberty High, and Osceola County School for the Arts
- **Choice pathways and offerings are being highlighted and expanded:**
  - Choice Fair held in Nov. 2022, with nearly 4,000 in attendance
  - 400 more applications the first day of application window opening
  - Total Choice applications received to date: 2,038
  - Possible new FTE: 799
  - Realigned pathways anchored by nationally-recognized Career Clusters for elementary exploration programs, middle school career labs, and high school academies and programs:
    - Agriculture, Food, & Natural Resources
    - Architecture and Construction
    - Arts, A/V Technology & Communications
    - Business Management and Administration
    - Education and Training
    - Finance
    - Government and Public Administration
    - Health Science
    - Hospitality and Tourism
    - Human Services
    - Information Technology
    - Law, Public Safety, Corrections, and Security
    - Manufacturing
    - Marketing
    - Science, Technology, Engineering, and Mathematics
    - Transportation, Distribution, and Logistics

## Next Steps:

- Align ThoughtExchange with each Strategic Plan goal in order to provide necessary stakeholder feedback that will drive the district's continuous improvement efforts
- Identify ways to close the communications loop and report back to stakeholders on outcomes created from their input
- Partner with Student Services to develop creative ways schools and the district can promote the benefits and importance of regular school attendance
- Conduct school communications support audits in conjunction with principals to enhance and bolster stakeholder outreach at the school level
- **Student Voice:**
    - Continue with nine high schools and add PATHS
    - Continue with middle schools - Denn John and Horizon with support from middle school team
    - Meet at the school sites for three class periods (instead of two periods) twice a year (once in the fall and again in the spring)
    - Develop a plan with Assistant Superintendents for the Principals and Assistant Principals to listen to the students
- **Choice:**
    - Continue to develop the Choice pathways and programming at the elementary level with feeder patterns to the middle and high schools
    - Further collaborate with CTE to establish exploratory career programming at the middle schools using Paxton Patterson labs
    - Develop and expand the use of the Xello career survey results with Choice programming based on students' interests
    - Enhance the Choice Fair with additional student-led interactive opportunities to showcase competitive options at each of the schools and highlight the feeder patterns
    - Expand social media marketing of the competitive Choice programs across the district, specifically to enhance the greatest areas of need

**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

**Mid-Year Highlights:**

- **Middle School Mentor Program:**
  - Pilot schools include Discovery Intermediate, Denn John Middle, Kissimmee Middle, Parkway Middle, and St. Cloud Middle
  - Number of student participants: 38
- **Panorama survey:**
  - Fall district response rate: 85%
  - Schools are reviewing Panorama data to identify areas of improvement and problem solving
  - Students present the results to the staff
- **Mental Health lessons:**
  - Lessons and facilitator guides shared with school administrators and mental health leads
  - Video review of each lesson has been provided to schools prior to delivery
  - Middle school classrooms completed lessons for October (86%), November (92%), and December (96%)
  - High school classrooms completed lessons for October (87%), November (82%), and December (88%)
- **Attendance data:**
  - District average daily attendance to date for the 2022-2023 school year: 93%
    - Aug. 2022: 94%
    - Sept. 2022: 94%
    - Oct. 2022: 93%
    - Nov. 2022: 91%
    - Dec. 2022: 92%
- **Youth Mental Health First Aid (YMHFA):**
  - On Jan. 3, 2023, 604 staff members were trained in YMHFA
  - The percentage of school-based staff trained in YMHFA is now at 40%, up from 29% in December -- The goal is 80% by July 1, 2023

- **Discipline Support:**
  - Park Place Behavioral Healthcare for Substance Abuse Program in lieu of expulsion
    - For the period ending December 2022, the following violations were related to Aware:
      - Drug Possession/use: violations up from 72 to 120
      - Alcohol Possession/use: violations up 4 to 12
      - Drug Paraphernalia: violations up from 10 to 13
    - 154 referrals for drug possession/use, alcohol possession/use, or drug paraphernalia
      - 18 recommended for expulsion due to missed appointments or failure to comply with requirements
      - 3 declined option
      - 50 graduated
      - No repeat offenders
      - Avoided approximately 800 days of suspension
- **Eckerd Connect Support:**
  - Counselors working with students at Highlands Elementary, Central Avenue Elementary, New Beginnings, and Neptune Elementary
  - Classroom lessons in resilience and substance abuse prevention
  - Parent Literacy Night was held on Jan. 25, 2023
  - This program is provided at no cost to the district
- **Classroom disruptions:**
  - Overall local incidents of discipline have increased by 511 events for the period ending Dec. 5, 2022
  - Overall SESIR incidents of discipline have increased by 176 events for the period ending Dec. 5, 2022
  - Overall Out-of-School Suspensions have reduced by 247 for the period ending Dec. 5, 2022
  - Overall In-School Suspensions have reduced by 330 for the period ending Dec. 5, 2022

- **Classroom Disruptions** *(continued)*:
  - FIT (Fighting) - up 7
  - PHA (Physical Attack) - up 3
  - DOC (Major disruption on campus) - up 8
  - DRD (Drug Distribution) - up 8
  - WPO (Weapons) - down 3
  - DRU (Drug use/possession) - up 48
  - SXH (Sexual Harassment) - up 14
  - School Counselors have been meeting with students upon returning from out-of-school suspension
  - One percent of the entire student population has generated a SESIR incident
- **Expect Respect:**
  - Fall semester: Kissimmee Charter, NeoCity Academy, Zenith Accelerated Learning Academy, and Canoe Creek Charter
  - Spring semester: Liberty High, Harmony High, NeoCity Academy, Zenith Accelerated Learning Academy, and Kissimmee Charter

## Next Steps:

- Expand mentoring program to other middle schools and also pilot the mentor program for some fifth graders in elementary schools
- Collaborate with the Research, Evaluation, and Accountability Department, school leaders, and school-based staff on how to strengthen tier 1 support for behavior
- Expand counseling opportunities for students with repeated referrals and discipline actions

Committed to Getting Better At Getting Better