



Our Mission:

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



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Osceola School District's

Annual Report

2016-2017

A year ago, the School District of Osceola County embarked on a journey from Good to Great, with a focused Strategic Plan guiding our way. We assert with confidence today, **we are better.**

As a result of the school district's focused effort to improve learning opportunities for students, **the district's grade increased by 43 points, earning a "B" and improving its standing to be among the top half of school districts in the state.**



Osceola School District's

2016-2019

Strategic Plan

ORGANIZATIONAL BELIEFS:

1. A quality education is the fundamental right of every child.
2. 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.
3. 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.
4. We will teach students to use their voices responsibly to engage in our community and make our world a better place.
5. We study the past to protect the future of our constitutional republic.
6. We hold ourselves to high standards of truth, integrity, and diligence, and we commit ourselves to continuous improvement.

DISTRICT GOALS:

GOAL 1: ACADEMIC SUCCESS

Ensure high levels of learning for all students.

GOAL 2: TALENT MANAGEMENT

Recruit, develop, retain, and reward a highly-dedicated, high-quality workforce.

GOAL 3: FISCAL RESPONSIBILITY

Optimize use of all resources to preserve and protect the taxpayers' investment.

GOAL 4: COMMUNITY ENGAGEMENT

Promote a culture that recognizes education as a positive force in the community and beyond.

GOAL 5: GOVERNANCE

Cultivate relationships between the School Board, Superintendent, and community to serve as a high-functioning district leadership team.

Osceola County School Board



KELVIN SOTO

*Chairman
District 2*
Facebook: /Sotoschoolboard
Twitter: /KelvinSotoSchBd



RICKY BOOTH

*Vice-Chairman
District 5*
Facebook: /boothschoolboard
Twitter: /RickyBoothSchBd



JAY WHEELER

District 1
Facebook: /wheelerschoolboard
Twitter: /JayWheelerSchBd



TIM WEISHEYER

District 3
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Twitter: /TWeisheyerSchBd



CLARENCE THACKER

District 4
Facebook: /thackerschoolboard
Twitter: /CThackerSchBd

From Good to *Great*: Building a Legacy

ACADEMIC SUCCESS

Highlights include:

- ▶ Third grade FSA English/Language Arts scores showed a 3% increase.
- ▶ Tenth grade FSA English/Language Arts scores showed a 5% increase.
- ▶ Fourth, fifth, and seventh grade FSA English/Language Arts scores also increased.
- ▶ Newly-implemented "Third Grade Adventure Camp" ensured that 633 of the 909 students (70%) who scored Level 1 on FSA English/Language Arts earned a Good Cause Exemption prior the end of the school year.
- ▶ 240 out of 592 at-risk seniors (41%) achieved FSA English/Language Arts concordant scores on SAT.
- ▶ 2,708 out of 3,823 juniors (71%) achieved FSA English/Language Arts concordant scores on SAT.
- ▶ Third through seventh grade FSA Math scores increased.
- ▶ Algebra II End-of-course (EOC) scores increased 9%.
- ▶ The number of middle school students enrolled in Algebra Honors increased from 1,318 to 1,434 (9% increase).
- ▶ Middle school Algebra I EOC Scores increased by 3%.
- ▶ The number of middle school students enrolled in Geometry Honors increased from 211 to 300 (42% increase). They had a 95% pass rate, which is above the state average.



Message From The Superintendent:

"To achieve our goal of *greatness*, we are intensely focusing our energy on 'ALL means ALL.' We welcome ALL students who enter our doors, and we must ensure ALL of them achieve academic success. The growth and prosperity we want for our local community depends on a skilled, talented, and committed workforce. We recognize that our students today represent the labor force of tomorrow. "

Dr. Debra Pace,
Superintendent

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ACADEMIC SUCCESS

▶ The number of Advanced Placement exams increased in 2016-2017 by 1,872 (35% increase).

▶ By re-instituting the Osceola TIP program, the number of seventh grade academically-competitive students who took the college entrance SAT exam increased from 36 to 88 (151% increase).

▶ The district increased the identification of gifted students with universal screening of 2,658 second graders, qualifying more underrepresented English Language Learners.

▶ With financial support from the Board of County Commissioners, the district expanded Science, Technology, Engineering, and Mathematics (STEM) across the district.

▶ Osceola is the first district in Florida to implement SEMI High Tech U, exposing students to high-tech, high-wage careers and industries.

▶ Dual enrollment offerings were expanded district-wide, providing a greater number of opportunities for students and doubling the number of AA students.

▶ The district developed a three-year district implementation process with the National Academy Foundation.

▶ Expanded opportunities for students to earn industry certifications were added and high school courses were aligned in established programs of study.

▶ Five new postsecondary program offerings were identified to increase opportunities for students at TECO.



Message From Osceola County's 2018 Teacher of the Year

"I believe that all students have the potential to be successful and to show learning gains through high expectations, data driven instruction, and the relationships that teachers take the time to create with their students. Students will work for a teacher who believes in them, supports them, and guides them along their paths of learning."

Michael Miller,
Teacher at Kissimmee
Elementary

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ACADEMIC SUCCESS

Harmony High French students earned first place in the state among Division 4A schools at the 65th Annual Congrès de la Culture Français en Floride. Participants took part in various competitions in order to demonstrate their talents. Overall, 20 Superior ribbons and 12 Excellent ribbons were earned by the French Students at Harmony High.

Out of over 330,000 works submitted from across the nation, 17 students from Kissimmee Middle School earned 30 national and regional awards at the 2017 Scholastic Art & Writing Competition, presented by the Alliance for Young Artists & Writers.

Osceola students outperformed the state average in Grades 5-8 on the Geometry end-of-course exam.

The district has partnered with BRIDG, a SEMI High Tech University host and sponsor, for hands-on workshops facilitated by BRIDG technology staff and industry partners for students to learn about various pathways from school to advanced manufacturing and technology careers, in such areas as advanced sensors, optics, and photonics.

Osceola's student scores for the U.S. History end-of-course exam increased 4%, which was higher than the average increase across the state.

Osceola students outperformed the state average on the Civics end-of-course exam by 4%.

Osceola students had a greater increase in Grade 5 Science than the state average.

2017 School Grades:

*includes charter schools

◀	"A" Schools: 11 (18%)	▶
◀	"B" Schools: 21 (35%)	▶
◀	"C" Schools: 27 (45%)	▶
◀	"D" Schools: 1 (2%)	▶
◀	"F" Schools: 0	▶

- Osceola's preliminary reported district letter grade increased to a B from a C. Osceola's district grade increased by 43 points to 628 from 585 points.
- 100% of district-run Osceola schools earned an A, B, or C.
- 89% of Osceola schools maintained or showed an increase in their school grades.

Highlights include:

- Neptune Elementary went from a C to an A.
- Kissimmee Elementary and Narcoossee Middle went from a B to an A.
- All Osceola County K-8 schools earned either an A or B.
- Six schools went from a C to a B: Michigan Avenue Elementary, Mill Creek Elementary, Westside K-8, Harmony High, St. Cloud High, and Kissimmee Charter Academy.
- PM Wells Charter and Canoe Creek Charter both went from a D to a B.
- Avant Garde K-8 Charter went from an F to a C.

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TALENT MANAGEMENT

Highlights include:

- ▶ Master Observer certified leaders from Curriculum and Professional Development partnered as teams to facilitate monthly Administrators' Instructional Rounds for school leaders.
- ▶ Thirty-four graduate students are enrolled in an Educational Leadership Master's cohort with either the University of Central Florida or Stetson University.
- ▶ Principal focus groups, new teacher surveys and the partnership with the Urban Schools Human Capital Academy assisted Human Resources in shaping new onboarding, recruitment, and retention processes, along with determining specific needs of both internal and external customers.
- ▶ The district provided professional development on Cambridge Effective Feedback for Professional Growth.
- ▶ District and school leaders developed skills in the areas of mentoring and feedback with seven principals participating in the Brian Dassler Leadership Academy.
- ▶ The National Council on Teacher Quality (NCTQ), a national leader on teacher issues, awarded the Osceola School District with an honorable mention in its first-ever Great Districts for Great Teachers initiative. The district was recognized as a national leader in developing and caring for great teachers, so that they, in turn, can deliver great instruction to their students.



Natalia Miller,
Osceola County's 2017
School-Related Employee
of the Year

Natalia Miller, a paraprofessional at Michigan Avenue Elementary School, was selected as the 2017 School-Related Employee of the Year for the Osceola School District in recognition of her tireless efforts in assisting students with autism spectrum disorder (ASD) throughout the day. Her enthusiasm, her passion for meeting the educational needs of students, and her sincere interest in and concern for the children are infectious and make her a true asset to the school system.

From Good to *Great*: Building a Legacy

FISCAL RESPONSIBILITY

Highlights include:

Operational cost savings were generated through updated instructional allocation models, the elimination of redundant/underutilized software programs, and the implementation of a seven-hour day for most schools.

The district's Center for Employee Health has generated out-of-pocket savings to employees that total over \$740,000. Services have been expanded to include primary and urgent care, nutrition, physical therapy, and workers compensation.

The district gained community support for its deferred capital needs, resulting in the passage of the half-cent sales tax.

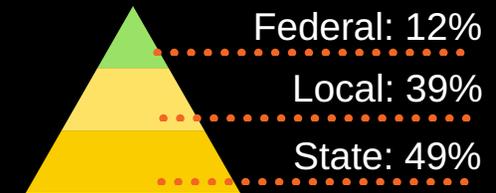
The district issued \$86 million in sales tax bonds to accelerate the sales tax program and begin comprehensive renovations at Michigan Avenue Elementary, Denn John Middle, and St. Cloud Middle.

The district refunded debt at lower rates generating \$10 million in capital interest savings.

Fitch Ratings completed a review of the School District of Osceola County's outstanding sales tax bonds, resulting in an upgrade from 'A' to 'AA-', reflecting the district's strong financial position. The upgrade represents lower perceived risk for district investors.

Board Adopts Balanced Budget:

2016-2017 Funding Sources



Operating Budget By Category:



Total Expenditures: \$767,531,098

FEFP Revenue Per Student: \$6,861

Total Millage: \$6,905

Unweighted FTE: \$63,063

Log on to <http://www.osceolaschools.net/1617annualbudget> for more budget information.

Log on to http://www.osceolaschools.net/half-cent_sales_tax for information on how the district is putting the half-cent sales tax to good use.

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COMMUNITY ENGAGEMENT

Highlights include:

The school district has greatly expanded its social media presence and reach. From last school year, the district increased 91% in likes, fans, and followers and increased 117% in reach/impressions on the district and Superintendent social media pages.

All School Board members have active social media accounts, as well as electronic newsletters that are distributed monthly.

School Board Members hosted Top 10 Junior Breakfasts at each high school, as well as an Osceola Scholars event to recognize graduating seniors who received admission to a Top 100 college or university, which increased 35% from 2016. The number of seniors admitted to Ivy League universities tripled from 2016.

The district partnered with Positively Osceola and Charles Draper Law Firm to recognize outstanding educators monthly with the "Feature Teacher" Program.

School Board members updated the community on progress being made on each of the five Strategic Plan goals at the district's 2017 State of Education Address.

A Legacy Club has been created to provide local senior citizens with discounted or free admission to arts and athletic school events throughout the county to increase engagement.

A district-wide Choice Fair was held for the first time to inform parents and students of the educational opportunities at each school.

Fast Facts

Community Involvement & Outreach

- The district saw a 14% increase in donated volunteer hours this year through the OASIS Program:
'15-'16: 292,000 hours
'16-'17: 313,000 hours
- Over 2,400 students will be taking advantage of expanded district-wide Choice options next school year.
- Superintendent Pace held several Twitter Chats and Facebook Live sessions for district messaging on important topics throughout the school year.
- The district website continues to be enhanced so information is right at the fingertips of all stakeholders.
- New this school year, parents had the option to opt-in to receive call-out messages via a SMS text.
- The district's mobile app continues to be enhanced so all stakeholders can stay up-to-date on important information and activities.

From Good to *Great*: Building a Legacy

GOVERNANCE

Highlights include:

- ▶ Osceola County School Board members and Superintendent Pace are completing Master Board Certification training with the Florida School Boards Association.
- ▶ Research on highly-effective best practices is being used to train principals on engaging stakeholders into the school improvement process, including the use of AdvancED Continuous Improvement Model and the FLDOE 8 Step Improvement Model.
- ▶ Every administrator is a member of the Florida Association of School Administrators, and participated in an Administrators' Academy in June for professional development.
- ▶ Guidelines and standards for model customer service throughout the district have been developed for school and department use and implementation.
- ▶ Front-line school and department employees attended a Ritz-Carlton customer service workshop for professional development.
- ▶ An online customer service workshop was created for all employees.
- ▶ A Red Carpet Schools and Department program is being developed to recognize and reward outstanding customer service across the district.



"Not everybody can be famous but everybody can be **great**, because greatness is determined by service."
--Martin Luther King Jr.



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