

range County Public Schools  
**Empowering Students**  
Achieving Dreams

...  
**SUPERINTENDENT ENTRY PLAN**

*Moving Forward, Together*

Daniel P. Hornick, Ed.D.  
Superintendent



# Orange County Public Schools

*Orange County, Virginia*



Sherrie Page  
*Chair*  
District 2



Melissa Anderson  
District 1



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District 3



Daniel Hornick  
Superintendent



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*Vice Chair*  
District 5

# MOVING FORWARD, TOGETHER



**Daniel P. Hornick, Ed.D.**  
Superintendent

## Education

BA, Lebanon Valley College  
MEd, University of Mary  
Washington  
EdD, Virginia Commonwealth  
University

Dear Friends,

Thank you for the incredible trust you have placed in me to lead our school division. I appreciate your continued support and commitment to the students of Orange County Public Schools. As a sign of my gratitude, I pledge to work tirelessly as an advocate for our community's future and greatest asset - our children.

To prepare our children for their next step, it is imperative to provide them with high-quality learning experiences. Our students deserve teachers who inspire them to achieve greatness, school leaders who create environments that facilitate the teaching and learning process, and community members who support their hopes and dreams. Together, we can make Orange County Public Schools a leader in providing students with memorable learning experiences.

The most effective leaders first seek to understand. With this tenant in mind, I plan to engage as many members of the community as possible. Your voice is essential, and I am excited to hear from you! The following pages highlight my entry plan and demonstrate the strategies I will use to engage with the community, explore all facets of OCPS, evaluate our existing efforts, and collaboratively craft a plan to achieve excellence.

Again, I thank you for the tremendous honor of serving as your superintendent. I am excited to work with you help all students maximize their potential and achieve their dreams.

Respectfully,  
Dan Hornick

# Dr. Hornick's Values and Guiding Principles

I believe that leadership is about supporting and elevating others. This belief drives my decision making and shapes my core values, which are *integrity, accountability, resilience, and optimism.*

This plan incorporates my core values and is rooted in the belief that all students can learn and achieve success. My guiding principles, listed below, will be the backbone of my efforts over the next 100 days and beyond.

## Guiding Principles

- All students can learn; our job is to determine how to best meet their needs.
- All students deserve rigorous and relevant instructional experiences.
- All members of the Orange County community are valued and respected.
- All schools need a positive culture that supports collaboration and promotes excellence.

# ***EXPLORE - EVALUATE - ELEVATE***

My entry plan is centered around three key phases: an exploratory phase, an evaluation phase, and an elevation phase focused on creating a path for excellence. These phases will not occur in isolation or in a linear progression; rather, they will often overlap.

***Phase 1 - Explore:*** During my first 100 days in OCPS, I will focus on listening and learning from key stakeholder groups. This process will afford me the opportunity to explore OCPS and to build strong, lasting relationships.

***Phase 2 - Evaluate:*** As superintendent, one of my most important responsibilities is to evaluate all aspects of OCPS to determine which areas are functioning well and which are in need of improvement. Both qualitative and quantitative data will help determine effectiveness.

***Phase 3 - Elevate:*** Using the information gathered in Phases 1 and 2, we will construct a plan that helps us elevate by building upon our successes and addressing our areas of need. Together, we will chart a new course to help all students achieve excellence, both inside and outside of the classroom.

# *Phase 1 - EXPLORE*

During my first 100 days, I will explore OCPS and the Orange County community to learn as much as possible by listening intently to key stakeholder groups. My goals are to actively engage with community members and to build lasting relationships.

To *explore* OCPS, I will:

- Host a retreat with the School Board to establish a strong relationship and review key priorities
- Meet with all principals and central office departments
- Visit all 10 school sites to better understand each community
- Meet with members of the Board of Supervisors
- Meet with the Orange County Administrator to establish rapport and discuss initiatives
- Meet with faith and community leaders, as well as members of various educational support organizations
- Host meet and greet events throughout the county to engage with parents, students, and other community members

## ***Phase 2 - EVALUATE***

As superintendent, one of my most important responsibilities is to evaluate all aspects of OCPS. My goal is to utilize the data gathered during Phase 1 to gain an accurate understanding of which areas are working well and which are in need of improvement.

To *evaluate* OCPS, I will:

- Review all OCPS policies and regulations
- Review metrics and goals identified in the 2018-2023 Strategic Plan
- Review the 2018-2022 Capital Improvement Plan and discuss upcoming priorities with central office and school staff, as well as with members of Board of Supervisors and School Board
- Review the FY23 budget and work with the School Board and key stakeholder groups to identify needs and priorities for the FY24 budget
- Review current and future School Board legislative priorities
- Analyze 2021-2022 student achievement data and performance metrics
- Work with the Department of Finance to finalize a budget calendar for the upcoming fiscal year

## *Phase 3 - ELEVATE*

Using the information gathered in Phases 1 and 2, we will construct a plan that helps us elevate by building upon our successes and addressing our areas of need. My goal is to chart a new course that is centered on helping all students achieve excellence, both inside and outside of the classroom.

To *elevate* OCPS, I will:

- Reinforce shared norms and expectations for leading, learning, and collaborating in OCPS
- Work with stakeholder groups to review and, if necessary, refresh OCPS core beliefs and values
- Prepare recommendations for new strategic targets aligned with our mission, vision, and beliefs
- Promote positive culture and climate by building strong relationships and by respecting, rewarding, reinforcing, and recognizing students and employees
- Support efforts to augment rigorous and relevant instructional practices to achieve tangible outcomes in the areas of student attendance, engagement, and achievement
- Expand high school efforts to increase on-time graduation and career/college readiness metrics
- Work with members of the School Board to identify and prioritize next steps



# *We Enter to Learn, Leave to Achieve*

It is an honor to serve the students, families, teachers, and staff of Orange County Public Schools. Our most valuable asset is our children, and I am committed to working collaboratively with you to help all of our students achieve success. Together we will celebrate and promote all that is working well in OCPS. At the same time, we will strengthen areas in need of improvement. I look forward to reporting to the School Board and the Orange County community about all that I have learned through the transition process and at the end of my first 100 days in office.



*“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives - choice, not chance, determines your destiny.”  
- Aristotle -*