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ENTRY PLAN REPORT

First 100 Days Recap

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Orange County, Virginia



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Chair
District 2



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District 1



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THANK YOU!



Daniel P. Hornick, Ed.D.
Superintendent

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Dear OCPS Community,

I would like to express my sincere gratitude for the warm welcome to Orange County. My transition has proven that Orange County is truly an amazing place to live and work. My family and I are now proud residents of Orange, and we could not be more excited to be part of this community.

Over the past few months, I have spent as much time as possible in our schools. I believe it is important to stay connected to our educators and students. I am not only impressed with our educators' professionalism and dedication, but also inspired by our students' positive attitudes and outlook. Additionally, I have spent considerable time meeting as many community members as possible. It has been a pleasure to learn about our school division's strengths and challenges, and I am grateful to each community member who has taken time to engage and provide feedback. The next several pages provide a recap of my first 100 days and highlight pathways for continuous improvement.

My smooth transition has been facilitated by members of the School Board and by our dynamic team of division-level and school-based leaders. I am incredibly grateful for their support and encouragement. Overall, my transition to Orange County has been a remarkable experience, and I am excited about our bright future.

Respectfully,
Dan Hornick

Moving Forward, Together

This entry plan embodied my core values of *integrity, accountability, resilience, and optimism*. Further, it was rooted in my belief that all students can learn and achieve high levels of success. Please note that my work will not stop here; in fact, the guiding principles listed below will continue to guide and inform my efforts. I look forward to working with you to build the best OCPS.

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 was centered around three key phases: an exploratory phase, an evaluation phase, and an elevation phase. These phases did not occur in isolation or in a linear progression; rather, they often overlapped. Additionally, our plan for elevating OCPS to the next level is an ongoing process that will have both short-term and long-term benchmarks.

Phase 1 - Explore: During my first 100+ days in OCPS, I focused on listening and learning from as many stakeholders as possible. My goal was to build strong relationships, discover key aspects of OCPS, and learn community members' perspectives about the future of education in Orange County.

Phase 2 - Evaluate: As superintendent, one of my most important responsibilities is to preserve aspects of OCPS that are functioning well and enhance areas in need of improvement. I was able to gather quantitative data and anecdotal stories to help gauge the effectiveness of our current efforts.

Phase 3 - Elevate: To elevate OCPS in the short-term, we are taking purposeful steps to streamline our communication platform, build positive culture and climate at each site, and bolster instructional practices. We will continue to ensure students have access to exceptional learning experiences by enhancing teacher efficacy and collaboration. Further, we will codify our long-term strategies to elevate OCPS through the strategic planning process, which will commence in 2023.

EXPLORE

What we did:

- Met with all principals and central office departments to learn about internal processes and culture
- Visited all 10 school sites to better understand each community's challenges, nuances, and spirit
- Met with most members of the Board of Supervisors
- Met with the Orange County Administrator and Deputy County Administrator to establish rapport and discuss initiatives
- Met with faith and community leaders, as well as members of various educational support organizations
- Hosted "Meet and Greet" events throughout the county to engage with parents, students, and other community members
- Gathered input from community members through our "OCPS Stakeholder Survey"

EXPLORE

What we learned:

- Orange County community members are heavily invested in OCPS, feel a strong sense of pride in the school system, and have high expectations for performance.
- OCPS has a host of talented and dedicated employees who work diligently on behalf of students.
- OCPS stakeholders want to be partners in education and have a voice in decision making.
- The volume and consistency of communication from schools and the division are challenges.
- There is considerable support for enhancing Career and Technical Education (CTE) opportunities, as well as hands-on, rigorous, and relevant learning experiences.
- In order to enhance CTE, we need to invest in additional physical space as well as offering professional development and continuing education for CTE teachers.
- There are concerns about how to best manage population growth in the eastern end of the county.
- There is a general consensus of not wanting schools and decisions to be overrun by politics.

EVALUATE

What we did:

- Reviewed all OCPS policies and regulations
- Reviewed metrics and goals identified in the 2018-2023 Strategic Plan
- Reviewed the 2018-2022 Capital Improvement Plan and upcoming priorities with school staff - currently finalizing times to review with members of the School Board
- Reviewed the FY23 budget and currently identifying needs and priorities for the FY24 budget
- Reviewed current School Board legislative priorities
- Analyzed 2021-2022 student achievement data and performance metrics
- Worked with the Department of Finance to finalize a budget calendar for the upcoming fiscal year

EVALUATE

What we learned:

- We have to increase student achievement in the core subjects.
- We must address learning gaps in various subgroups, namely Students with Disabilities and African-American students.
- Student attendance declined last year and needs to improve.
- OCPS has a robust set of policies and regulations; however, some need to be updated.
- The 2018-2023 Strategic Plan included relevant and important goals, some of which we will need to continue to work on beyond 2023 (e.g., computer science proficiency, student achievement, salary scale, and enhanced communication/branding).
- We need to make adjustments to the 2013 Master Plan for Modernization and Expansion of Orange County High School.
- We must continue to focus on providing optimal learning environments and infrastructure.
- We need to find creative strategies for recruiting and retaining a strong and diverse workforce.

ELEVATE

What we did:

- Reinforced shared norms and expectations for leading, learning, and collaborating in OCPS
- Initiated an overhaul of division and school websites in order to enhance communication and provide a highly professional look
- Streamlined internal communication process between central office and building-level administrators
- Working with stakeholder groups to review OCPS core beliefs and values
- Completed preliminary work in developing recommendations for new strategic targets
- Promoted positive culture and climate by taking steps to build strong relationships and to respect, reward, reinforce, and recognize students and employees
- Supporting efforts to augment rigorous and relevant instructional practices to achieve tangible outcomes in the areas of student attendance, engagement, and achievement

What we learned:

- The upcoming strategic planning process is a critical step for ensuring alignment between our goals and our mission, vision, and values.
- We must not only offer a competitive salary and benefit package, but also enhance and sustain positive school culture and climate.
- In addition to a strong financial package, meaningful professional development, strong mentoring, and opportunities for growth are key factors in recruitment and retention.
- Teachers working in Professional Learning Communities (PLC's) rather than in isolation will enhance our instructional programming.
- An intentional focus on rigorous and relevant instruction and assessment will afford our students opportunities to engage in authentic learning experiences.
- The new website will serve as a platform for us to improve communication, build our brand, and tell our story.
- Instructional resources should be assessed based on teachers' ease of use, alignment with curriculum, and projected return on investment.

STOP, START, CONTINUE

A Synthesis of Responses



Stop, Start, Continue: The Survey

- Survey was open from July 20th through August 26th
- 177 Total Responses

Parent or Guardian	Student	Community Member	OCPS Staff	Local Business Owner	OCHS Alumni
81	6	27	58 *3 retired	4	1

Stop, Start, Continue: Qualitative

- More than 25 individual meetings with key stakeholders in the community
- 4 “Meet and Greet” sessions throughout the county
- Numerous visits to school sites
- Speaking Engagements
 - ASI Picnic in the Park
 - Lake of the Woods Lions Club
 - Town of Orange Council
- Community Organizations
 - Orange Rotary Club
 - Chamber of Commerce
 - Business and Education Committee
 - Economic Development Partners Group

OVERARCHING THEMES

ENGAGEMENT

- Listen to stakeholders and truly hear and respond to concerns
- Provide a format for stakeholders to bring concerns, thoughts, and ideas forward
- Transparency
- Effective and timely communication that is easy to understand
- Encourage parent/guardian and stakeholder participation

STAFFING

- Increase pay for teachers and staff
- Include yearly bonuses
- Enhance recruiting and retention efforts
- Engage in purposeful recognition and reward activities
- Listen to concerns from all employees
- Support employees with quality professional development and by keeping planning periods sacred
- Work with the School Board to set the tone for valuing teachers and staff

INSTRUCTION

- Commitment to strong professional learning communities and teacher collaboration
- Make a concerted effort to not over-test students
- Maintain a balance between computer-supported learning and more traditional methods such as the use of paper and pencil
- Enhance opportunities for hands-on learning experiences and open more career pathways
- Increase Dual Enrollment offerings and ensure all students have a path to earning an associate's degree upon graduation
- Prepare students for life, not just college

CULTURE AND CLIMATE

- Engaging and fun experiences for students; keeping student needs in the forefront
- Foster and enhance OC pride and the strong sense of family that exists in OCPS
- Improve behavior management; ensure accountability and consistent responses
- Ensure buildings have a safe and secure environment conducive to teaching and learning
- Overarching sentiment of not wanting schools to be ruled by politics and partisan agendas

LOGISTICS

- Streamlined communication from transportation
- Reliable bus service to and from school
- Consider building a new high school at the eastern end of the county
- School schedule that limits asynchronous learning days and has one start time for all schools
- Enhance current facilities with upgraded amenities and HVAC systems

ACTION STEPS

Moving Forward, Together



INSTRUCTION

- School Improvement Plans
 - Collective effort this year between principal and division leadership
 - Include goal setting and rich discussions about best practices for tiered instructional supports
 - Instructional strategies to ensure success across all subgroups
 - Targeted focus on attendance and student engagement
- Professional Learning Communities (PLC)
 - Prioritizing and establishing time for teachers to collaborate
 - On-going training from division leadership and Dr. Almarode (JMU professor)
 - Teacher-driven instructional decision making
- Virginia Literacy Act
 - Closely aligned our work with state guidance for structured literacy
 - Working closely with T/TAC to provide training to principals and to build consistency with terminology and practices

INSTRUCTION (Continued)

- Screen Time
 - Working with principals to identify and articulate the appropriate balance of technology integration
- CTE
 - Reaching out to key organizations to find additional internships and work experiences for students
 - Chamber of Commerce
 - Economic Development Partners Group
 - Highlighting the growth in our CTE programming over the past 6 years
 - Identifying ideas and goals for future CTE expansion
 - Land acquisition
 - Expanding current high school site
 - Automotive program partnership with Germanna Community College

SAFETY AND SECURITY

- Secure Vestibules
 - OES, UES, and LES: completed over the summer of 2022
 - LGMS: already had in place
 - GBES: will be completed as part of the current renovation project
 - LGPS, LGES, OCHS, PHMS, and TEAC: we have requested security grant funds to cover these sites
- Camera Upgrades
 - Moving to a web-based system at the high school
 - Goal is to get all cameras at the high school on the system
 - Use the existing high school cameras in other sites throughout the county
- Camera Additions
 - JROTC
- Threat Assessment
 - Streamlined and enhanced internal procedures for reporting and follow-up
 - Improved accessibility of the assessment tool for all administrators and social workers

SAFETY AND SECURITY (Continued)

- Lockdown Procedures
 - Coordinated with the Sheriff's Office to review with all staff prior to school
 - Routine practice drills in accordance with state code
- School Resource Officers
 - Previously had 3 to cover all sites
 - Currently there are 6 in the schools
 - Goal is to have 11 SRO's to cover all sites plus a rover

ENGAGEMENT

- Redesign and relaunch of website (anticipate January, 2023)
- Principal's Hub
- Follow-up discussions with all principals after School Board meetings
- Advisory Committees
 - Teacher, Support Staff, Minority, and Parent
- Enhanced presence on social media
 - Facebook and TikTok
- Monthly video messages to the community
- Proactive planning for key areas:
 - Student Code of Conduct
 - Grading Scale
 - Calendar Development
 - Strategic Plan

WORKFORCE/CULTURE and CLIMATE

- Employee Recognition
 - Monthly Board meeting recognition
 - “You Rocked It” recognition (TEAC internal)
- Salary and Benefits
 - Tuition reimbursement
 - Stipend for nurses who hold a BSN
 - Salary adjustment for bus drivers, car drivers, and bus monitors
 - Short- and long-term disability insurance for all VRS-eligible employees
- Mentoring and Professional Growth
 - Enhanced our new teacher mentoring program through the Curriculum and Instruction Department
 - Extending professional development opportunities aligned with school improvement goals
 - Capitalizing on the instructional expertise of OCPS staff

WORKFORCE/CULTURE and CLIMATE (Continued)

- Recruiting
 - Pursuing lab school idea with surrounding counties for teacher training
 - Members of an HR roundtable facilitated by the Office of Economic Development
 - Expanding efforts in virtual recruiting (e.g., Indeed)
 - Continuing to participate in job fairs

LOGISTICS

- Wilderness Crossing Architectural Review Committee
 - Active member of this group
 - Clarifying our needs
 - Working to ensure that a high school site will be accommodated
- Facility Upgrades
 - Currently solidifying our CIP needs and strategic targets
 - Enclosed walkways at GBES, LES, and UES
 - Roofs at GBES and UES
 - Solar panels
 - Greenhouse at OCHS
- Calendar Committee
 - Will begin meeting to discuss priorities
 - Feedback from the community will be considered

LOGISTICS

- Improved Transportation-Related Communication
 - Zonar and Stopfinder App
 - New radios in all buses
- Air Conditioning
 - Complete on all buses

THANK YOU!

Moving forward, please know that I will be consistent in my respect and advocacy for OCPS and Orange County. I will remain collaborative, honest, and accountable to our stakeholders. Further, I will work tirelessly to benefit our students and educators. I would like to thank the School Board for the opportunity to serve OCPS, and am grateful to all members of the Orange County community for affording me such a warm welcome. I truly am *#Proud2BeOC*!



*“The main thing is to keep the main thing the main thing.”
- Stephen Covey -*