



**SF**



THE METHODIST OAKS



HOLLY HILL DEPOT



**SHAWN D. FOSTER, ED.D**  
**SUPERINTENDENT**

SANTEE STATE PARK

PINE HILL SCHOOL

**ENTRY PLAN**

**July 2020-January 2021**



CATTLE CREEK METHODIST CAMPGROUND



ORANGEBURG COUNTY COURTHOUSE



BRANCHVILLE RAILROAD MUSEUM



ORANGEBURG TOWN SQUARE

**I**t is with extreme excitement that I have the opportunity to share my entry plan as Superintendent of Orangeburg County School District. Together, our goal is to push the boundaries of public education and create an innovative learning environment that is highly relevant for **ALL** students, improve student success, and ensure the school district systems and processes function effectively and efficiently while supporting the mission to use innovative ideas and practices, to prepare students to become productive members of society.

## “CALL TO COMMITMENT”

*It is my belief that public education should create in students a passion for learning and achievement that will serve them as they compete and contribute in a global society. This belief is grounded in six core, fundamental values:*

**ALL** students deserve safe learning environments where they have the opportunity to achieve developmental outcomes at their highest potential.

**ALL** students deserve highly qualified educators and competent support persons who can orchestrate and facilitate exceptional learning outcomes at every level and who continue to grow personally and professionally.

**ALL** students deserve facilities that nurture effective learning practices for all.

**ALL** students deserve a transportation system that is safe, efficient, and accessible to all students.

**ALL** students deserve daily access to safe and current technology to further learning and to make information management more productive.

**ALL** students and staff deserve to work and learn within an organizational culture that encourages integrity, collegiality, diversity, and high expectations; while contributing to student, parental and community engagement.

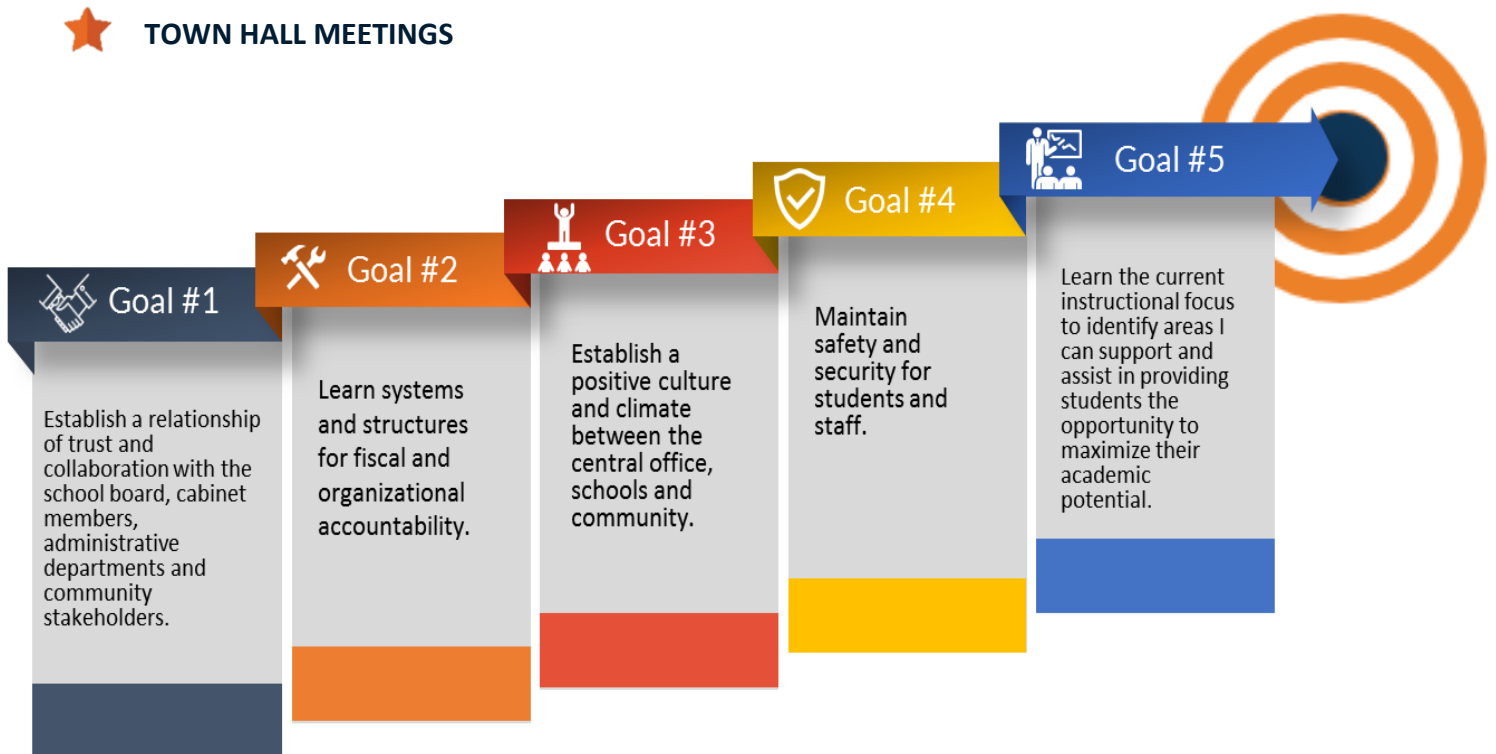
Orangeburg County School District’s mission will help guide our newly-consolidated district in providing a high quality educational experience for ALL students of Orangeburg County.

The purpose of this entry plan is to create an intentional and inclusive process for my transition as the next Superintendent. The process is designed to create ideas for sustaining and building upon the good work that is currently underway and strengthening Orangeburg County School District’s record of success with improved structures and leadership. This plan outlines the specific strategies that I will utilize to develop a deep understanding of what the school district is doing well, what areas can be improved, and how the district leadership can engage the community (both internal and external) in developing a deliberate and intentional approach and strategic plan for accomplishing future goals and continued success across the district.

# STRUCTURES AND GOALS

To effectively establish what is working well in the school district and where there might be opportunities for growth, transition activities are geared toward active listening and authentic engagement. The following activities are the core components of the plan:

- ★ SCHOOL VISITS
- ★ GROUP AND ONE-ON-ONE MEETINGS WITH KEY STAKEHOLDERS: PRINCIPALS, COMMUNITY LEADERS, DISTRICT LEADERSHIP, TEACHERS, AND SUPPORT STAFF
- ★ COMMUNITY FORUMS FOR PARENTS, STUDENTS, EDUCATORS, SUPPORT STAFF AND OTHER COMMUNITY LEADERS
- ★ DATA ANALYSIS AND DOCUMENT REVIEW
- ★ NEIGHBORHOOD TOURS
- ★ MEDIA ENGAGEMENT
- ★ TOWN HALL MEETINGS



**“The best way to predict the future is to create it”**  
-Abraham Lincoln

**O**ver-arching goals that will guide my entry as Superintendent of Orangeburg County Public Schools are outlined throughout the pages to follow. Each broad goal features areas of emphasis and action steps with a performance key to track progress towards the goal statements.

**PERFORMANCE KEY:**

Not Initiated



In Progress



Completed



<b>PRE-ENTRY ACTIVITIES</b>	<b>PROGRESS</b>
Draft goal areas for entry activities.	
Review critical documents such as student achievement data, survey results, contracts, organization charts, board meeting minutes, policies and procedures, operating budgets, results from audits for finance, special education, other grants, etc.	
Draft Entry Plan and share with School Board for the purpose of feedback.	
Meet with Board Chairperson and individual Board members to deepen relationships and broaden perspectives.	
Create a transition plan with the current superintendent and get a list of all current and upcoming initiatives, hiring for the department; proposed 20-21 budget update; and a plan for ongoing communication.	
Meet one-on-one with every principal and central office administrator.	
Reach out and meet with former employees to gain a historical perspective of the department and school district.	
Meet with neighboring district colleagues to gain and understanding of collaborative processes and programs.	
Request job briefs from department heads (major responsibilities, projects, upcoming and long term work, accomplishments, names and roles for direct reports).	
Identify dates in July and August for orientation meeting.	
Send a system email to administrators and all staff introducing myself.	
Strategically attend meetings (Board meetings, interviews, etc.).	











**BE ONE..., WE ARE ONE..., ONE MISSION...**

## GOAL NUMBER ONE

ESTABLISH A RELATIONSHIP OF TRUST AND COLLABORATION WITH THE SCHOOL BOARD, CABINET MEMBERS, ADMINISTRATIVE DEPARTMENTS AND COMMUNITY STAKEHOLDERS.

### EMPHASIS:

- ★ Develop a deep understanding of the shared vision
- ★ Discover all aspects of the school district








ACTION STEPS	PROGRESS
Engage in one-on-one meetings with department heads to deepen relationships, understand their aspirations for the department, strengthen dialogue and strengthen our shared vision.	
Share entry plan for feedback, suggestions, and guidance.	
Work with various departments to continue the support of regular professional development and department goals.	
Establish clear understandings of roles, responsibilities, and expectations.	
Establish departments as a cohesive team.	
Attend various events with cabinet members and department heads.	
Establish a regular meeting time with department heads.	
Develop and utilize appropriate communication protocols and expectations between the departments and the Superintendent.	
Establish a structure and/or expectations for responding to schools, stakeholder concerns, comments and feedback.	
Outline a plan and resources for following the district strategic plan.	

## GOAL NUMBER TWO

LEARN SYSTEMS AND STRUCTURES FOR FISCAL AND ORGANIZATIONAL ACCOUNTABILITY.

EMPHASIS:

- ★ Gain a deeper knowledge of the district budget and financial standing
- ★ Understand current district plans
- ★ Examine accountability protocols and mechanisms
- ★ Discover all aspects of the school district

ACTION STEPS	PROGRESS
Meet with Business Services to review current budgets details.	
Become familiar with the current organizational structure of the district.	
Understand and review details of the district purchasing procedures.	
Review current facilities, maintenance, transportation and technology plans.	
Conduct a review of the communication department processes, practices, structures, and outreach to the entire community.	
Begin planning for the update of the 5 year strategic plan that includes community leaders and represents the broad diversity of the school district.	
Meet with the district financial advisors to review the school district's debt structure and debt portfolio.	

## GOAL NUMBER THREE

LEARN ESTABLISH A POSITIVE CULTURE AND CLIMATE BETWEEN THE CENTRAL OFFICE, SCHOOLS AND COMMUNITY.

EMPHASIS:

- ★ Earn public trust through open and honest communication
- ★ Understand the public’s perception of the school district

ACTION STEPS	PROGRESS
Meet with all district-level staff.	
Attend a faculty meeting at each school.	
Establish and maintain regular meetings with departments to discuss progress and needs.	
Meet with community members, elected officials and religious leaders to increase my personal knowledge of the district.	
Attend sports and community events to establish a presence in the community.	
Establish an advisory group to begin ongoing dialogue/feedback about our continuous improvement efforts between the department and schools.	
Meet with key community leaders, including those from local service organizations and businesses, faith-based organizations, Kiwanis, Post-Secondary representatives, and the Chambers of Commerce.	
Develop a system for showcasing school, staff, and student successes.	
Systematize structures for celebrations of students, staff, and community.	

### ★ KEY COMMITMENTS ★

Be a good listener...a really good listener.

Nurture a culture of feedback and honest communication about progress towards goals.








Affirm and celebrate the strengths and assets of the district.

## GOAL NUMBER FOUR

MAINTAIN SAFETY AND SECURITY FOR STUDENTS AND STAFF.

EMPHASIS:

- ★ Evaluate current safety procedures and plans
- ★ Examine building and maintenance needs

ACTION STEPS	PROGRESS
Review the current District Emergency Guide to better understand the established procedures.	
Meet with district safety committee to review all safety protocols.	
Review entrance and exit procedures for students and staff coming into the buildings during hours of operation as well as after school hours.	
Meet with School Resource Officers and Supervisors to get recommendation/best practices on how we can make the schools safer and maintain safety for students and staff.	
Work with the Maintenance Supervisor to assure that areas of concern in all facilities are addressed to assure safety.	
Assure that every classroom has a copy of the District Emergency Guide so every staff member is prepared in the event of an emergency.	
Review protocols for reporting safety concerns, bullying, etc.	

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## GOAL NUMBER FIVE

EVALUATE THE CURRENT INSTRUCTIONAL PROGRAM TO ENSURE THAT ALL STUDENTS ARE PROVIDED THE OPPORTUNITY TO MAXIMIZE THEIR ACADEMIC POTENTIAL.

EMPHASIS:

- ★ Identify consistent instructional practices
- ★ Examine core instructional needs

ACTION STEPS	PROGRESS
Meet with the Instructional Staff to discuss current instructional needs, goals, and programs throughout the district. Explore how the district monitors data to ensure all students are performing at or above grade level and are receiving appropriate, targeted interventions.	
Review all baseline data related to past student performance in all areas.	
Review past student longitudinal academic performance.	
Evaluate the instructional technology throughout the district.	
Review current curriculum and course offerings district wide.	
Review current Instructional FTE's in each school.	
Review the organizational structure of the Instructional Services Department and evaluate the delivery of service and support to schools.	
Review current teacher/student ratios across the district.	
Review and research the district's current instructional model.	

An environment that holds student learning as top priority

A commitment to education and student success