

Orange County Public Schools

Leading Students to Success

Dear Orange County Residents:

Six years ago, the voters of Orange County created a unique, one-of-a-kind, countywide-elected School Board Chairman. I have been proud to serve in this capacity for the last four years.

During that time, I have focused on my goal of taking Orange County Public Schools (OCPS) from being a good Florida school district to becoming one of the truly great public school districts in America, and fulfilling our vision of becoming the “top producer of successful students in the nation.”

I am extremely proud of the progress that our team of 13,000 teachers, 7,800 support staff, 60,000 community partners, and 2,400 business partners have made in achieving that goal. Throughout the pages of this annual report, you will read about the many accomplishments that are making our school district stand out among its peers nationwide.

When I was elected School Board Chairman, I knew that one of the most important decisions facing the board would be the selection of a new superintendent after the retirement of Ronald Blocker, who made great strides leading the district for 13 years. A mistake could have put the brakes on our momentum that would take years to recover.

However, after a nationwide search, we found the best candidate right here at OCPS in Dr. Barbara Jenkins. And what a find she has been. She knows our community, having graduated from Winter Park High School and the University of Central Florida; she learned her craft with OCPS and quickly rose through the ranks. Since we hired her as superintendent two years ago, she has earned recognition as one of the nation’s best superintendents – a reputation that’s based on results, not rhetoric.

As you read through this annual report, our accomplishments were made possible by Dr. Jenkins’ leadership, the support and involvement of our families and the community, and our focus on accountability, better schools, and community engagement. Thank you for your continued support of public education in our community.



Bill Sublette
SCHOOL BOARD CHAIR



To the Residents of Orange County:

In my third year as superintendent of Orange County Public Schools, I can report there are many things to be proud of in our district. I am very pleased with the performance of our students, teachers, principals, and the entire OCPS team.

Our vision is to be the top producer of successful students in the nation. With 187,000 students, we know the task requires assistance. For that reason, our mission states that we will lead our students to success with the support and involvement of families and the community.

This annual report highlights some accomplishments, including:

- OCPS was named a co-winner for the prestigious \$1 million Broad Prize for Urban Education, the largest education prize in the country.
- The graduation rate among our traditional high schools continues to rise.
- For the first time ever, all 19 of our traditional high schools made the *Washington Post's* list of America's most challenging.
- Eighty-one graduating seniors were named OCPS "Super Scholars" for being accepted into the top colleges and universities as ranked by *US News and World Report*.
- The Operations Division received the Governor's Sterling Award for Organizational Excellence.

While we have made great strides, we know much remains to be done. We must continue to work with a sense of urgency in order to achieve our goals. Clearly, our success would not be possible without the continued support of our community. Thank you to everyone who has committed to help Orange County Public Schools.



Barbara M. Jenkins, Ed.D.
SUPERINTENDENT



ANNUAL REPORT

ORANGE COUNTY PUBLIC SCHOOLS



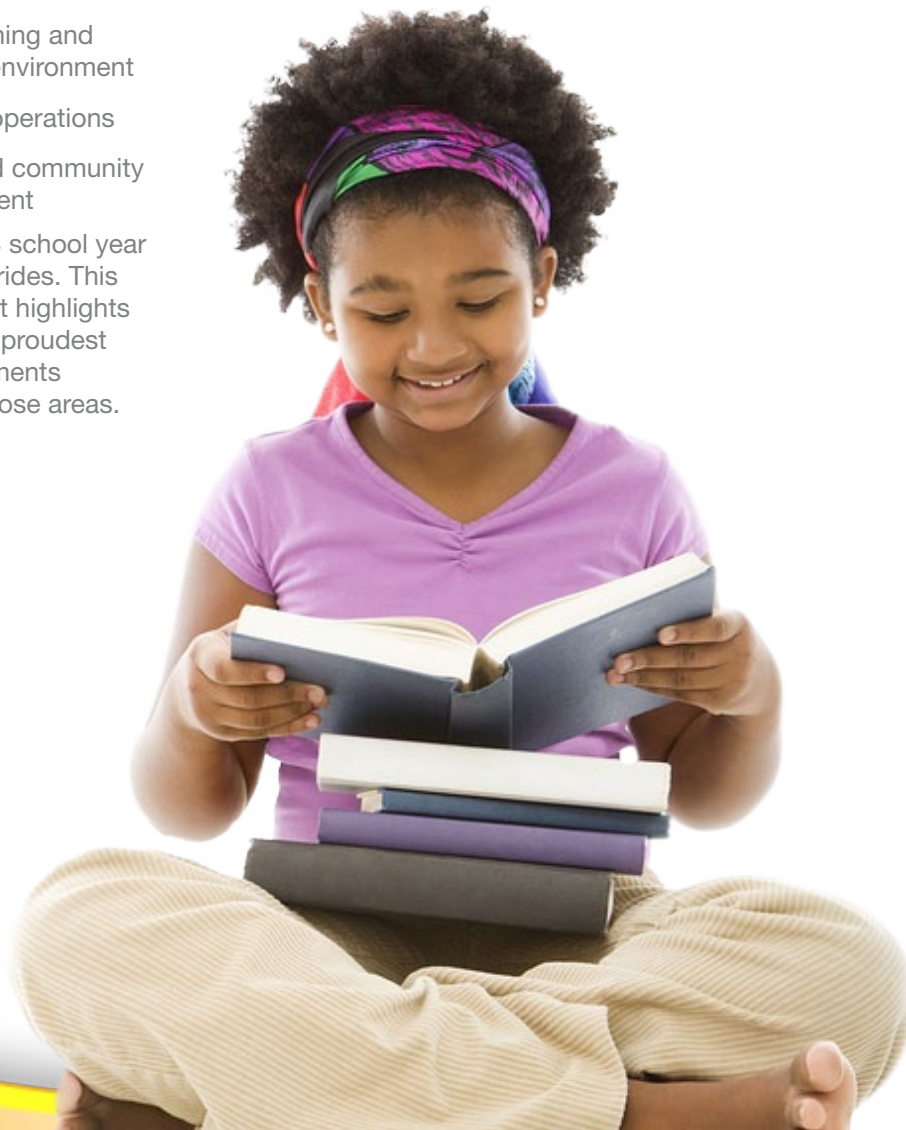
Introduction

The Orange County School Board adopted a strategic plan in 2008 to establish a clear path to lead our students to success. Our vision is to be the top producer of successful students in the nation. Our mission describes how we plan to get there: We will lead our students to success with the support and involvement of families and the community.

Everything we do pursues one of the five goals outlined in our strategic plan:

- Intense focus on student achievement
- High-performing and dedicated team
- Safe learning and working environment
- Efficient operations
- Sustained community engagement

The 2013-14 school year saw great strides. This annual report highlights some of our proudest accomplishments in each of those areas.



Intense Focus on Student Achievement



Our more than 187,000 students represent a broad spectrum, including academically gifted to those with disabilities; affluent to those from low-income and even homeless families; and English-proficient to those who are English language learners. The district strives to provide appropriate academic services to all students, and to make sure that they have the education and skills necessary to be successful in life, no matter what path they choose after high school.

The 2013-14 academic year saw many academic achievements. Here are some of the highlights:



Orange County Public Schools was named one of two finalists for the prestigious Broad Prize for Urban Education. Given each year by The Eli and Edyth Broad Foundation, the \$1 million award is the largest education prize in the country. It honors urban school districts that demonstrate the greatest overall performance and improvement in student achievement, while reducing achievement gaps among low-income students and students of color.

In September 2014, we were declared a co-

winner. The prize provides \$500,000 in scholarships for graduating seniors.

More than 62 percent of our 184 schools earned an A or B grade from the Florida Department of Education. The graduation rate among our 19 traditional high schools was 87 percent, compared to 49 percent in 2000.

For the first time ever, all 19 OCPS high schools made the *Washington Post's* list of America's Most Challenging. The list recognizes schools that have large numbers of students taking college-level courses and tests. Those on the list represent the top nine percent of high schools in the nation.

Colonial High School and Liberty Middle School were awarded Cambridge International School status by Cambridge International Examinations, allowing them to offer Cambridge programs and qualifications. These programs are taught in more than 9,000 schools in over 160 countries and are recognized and valued by universities and employers around the world.

At the end of the academic year, OCPS celebrated 81 Super Scholars who gained admittance to the nation's most competitive colleges and universities.

**SUPER SCHOLAR
Steffani**

**2013 Freedom High
Graduate**



OCPS has accelerated its efforts to identify promising students early. For the last two years, the district conducted gifted screening for all second graders at 67 Title I schools. Next year, universal screening for gifted will expand to all 126 elementary schools.

The district now administers the PSAT to all ninth graders to help identify potential AP students with an ability to manage high-rigor course work.

Southwest Middle School was named an AVID (Advancement Via Individual Determination) National Demonstration School. AVID is a kindergarten through postsecondary program that has turned thousands of students, who some may consider unlikely to attend college, into confident, college-going scholars and graduates.

Southwest Middle joins Stonewall Jackson and Howard middle schools as National Demonstration sites. They serve as models for other schools to learn from in their quest to implement AVID for students.

The School Transformation Office provides a centralized support system for a group of 20 schools that demonstrate the greatest needs. The office works to improve teacher instruction, increase parental involvement and monitor school improvement.

The **Minority Achievement Office** works to narrow the achievement gap across the district. Initiatives include third-grade reading acceleration, Algebra acceleration, suspension reduction and programs to increase the number of minority students pursuing careers in education or medical fields.

The Minority Achievement Office executed an *Expectation Graduation* campaign in which school officials went to the homes of students who had dropped out, to share with them the available options. With that level of personal attention, 110 students re-enrolled to pursue a diploma and graduate with their peers.



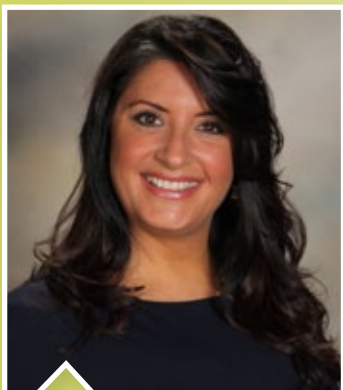
James Kealey for the Eli and Edythe Broad Foundation

Creating Digital Classrooms

OCPS is leading the way in creating digital classrooms for the future. This year we began a pilot program in seven schools where every student was issued a digital device. The pilot is testing several devices, operating systems, and content providers to see how to best meet the state's transition to digital curriculum. Two additional elementary schools started *Bring Your Own Device* programs that allowed students in the fourth and fifth grades to use their own digital devices. Students who could not afford their own were provided one by the school.

High-performing and Dedicated Team

Orange County Public Schools employs the second-largest workforce in Central Florida. The district strives to recruit and maintain a high-performing and dedicated team. As a result, many of our employees receive a variety of state and national awards.



Westridge Middle School's **Dorina Sackman** was not only named the 2014 OCPS Teacher of the Year, she was also chosen as the Florida Teacher of the Year and was one of four finalists for National Teacher of the Year! A teacher for students who are English Language Learners, Sackman spent the last year touring the state serving as a good-will ambassador and sharing best practices with teachers all over Florida. As a national finalist, she also got to meet President Barack Obama.



Deloris Patterson, a secretary at Dr. Phillips High School, was named the 2015 OCPS Support Person of the Year. Patterson was also a finalist for the Florida Department of Education's Florida School-Related Employee of the Year.



West Orange High School's **Kristen Iannuzzi** is the 2015 OCPS Teacher of the Year. In addition to teaching language arts and helping students learn life lessons from great literature, she became the first and only female head wrestling coach in Florida, taking over a team that had not seen success since the early 1990s. Under her leadership, in one year the West Orange team went from last place to winning the district championship.

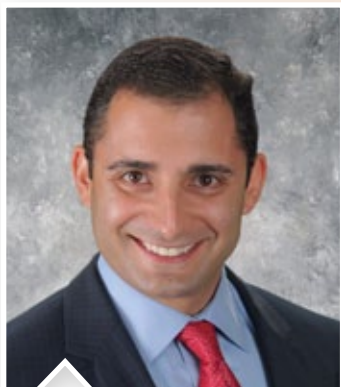
Windy Ridge K-8 second-grade teacher **Paul Caswell** was named the Florida Reading Association Elementary School Reading Teacher of the Year for 2013. The award recognizes a teacher who has made a positive impact on student reading, applies innovative reading techniques in a classroom setting, and promotes reading outside the school.

Two OCPS physical education teachers were recognized as the best in the state by the Florida Alliance for Health, Physical Education, Recreation, Dance and Sport. **Gina McFerren** from Freedom High School was named High School Educator of the Year and **Carolyn Deeb** from Avalon Middle School was named the Middle School Educator of the Year. Deeb was also chosen as a regional winner and was one of six finalists for National Physical Education Teacher of the Year.

Olympia High School teacher **Sheila Mansier** was named the 2014 World Language Teacher of the Year for the state of Florida.

Boone High School finance teacher **Bill Daniel** was named the national 2014 Educator of the Year by The Institute for Financial Literacy. The award acknowledges innovation, dedication, and the commitment of individuals and organizations that support financial literacy education worldwide.

Superintendent Barbara Jenkins was named the statewide 2013 District Data Leader of the Year. The award recognizes school superintendents who are using data to improve student achievement, and communicating the relevance of using data in innovative ways.



Ocoee Middle School principal **Dr. Mark Shanoff** was selected as the 2014 National Distinguished Principal for Florida, sponsored by the National Association of Elementary School Principals and Variable Annuity Life Insurance Company. The program was established to recognize and celebrate elementary- and middle-school level principals who set high standards for instruction, student achievement, character and climate for the students, families, and staff in their learning communities.

Joycelyn Henson, a senior administrator in Procurement Services, was named the 2013 Florida Minority Supplier Development Council's Buyer of the Year.



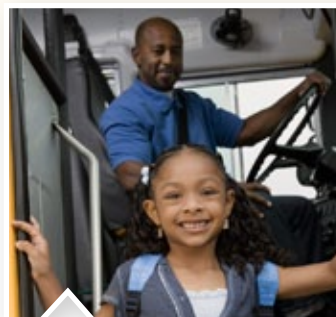
Chief Facilities Officer **John Morris** was named the top C-Level executive in the Orlando Business Journal's 2014 Awards. Morris leads the state's largest school construction program.

The Human Resources Division received the Best Practices Award from the Governor's Sterling Council for its "One-Stop Shop" approach to servicing the district's learning communities.

Safe Learning and Working Environment

Orange County Public Schools is dedicated to providing a safe learning and working environment for our students, employees, and anyone who visits our facilities. While many of our safety and security policies are classified, the district is constantly evaluating and finding ways to improve.

OCPS is dedicated to providing training, support and resources to schools on bullying awareness, prevention and interventions. Each school has a designated trained bullying program contact. The district maintains the Act4Change website that provides schools and staff with training materials, student pledges, lesson plans, informational handouts, and safety plans for students who are bullied. All elementary- and middle-school students receive anti-bullying training. In



addition, all bus drivers are now required to participate in anti-bullying training so that they can recognize the warning signs and help prevent bullying on the school bus.

The Safety and Security Department coordinated a district-wide security risk and vulnerability assessment of all schools, which was conducted by Safe Havens International. This assessment focused on school operations, staff preparedness and traffic safety. Safe Havens also reviewed the district's current architectural standards and design criteria, making recommendations to improve school resiliency

and safety. The confidential report will be used to develop key strategies to ensure that schools remain safe. Additionally, OCPS instituted random weapons screenings as one strategy aimed at reducing the presence of contraband, drugs and weapons in schools.

The U.S. Environmental Protection Agency recognized Orange County Public Schools for initiating a comprehensive plan to improve indoor air quality at more than 185 district buildings. The EPA's Great Start Award recognizes schools and districts that are taking steps to make the indoor air quality in their buildings healthier for students and faculty.

Efficient Operations

We are a \$3.3 billion corporation that requires significant business management to support our core business. Our operations strategy promotes the expectation that every dollar saved through efficiencies and cost reductions can be reinvested into the classroom and student achievement.

The OCPS Operations Division was the recipient of the 2014 Governor's Sterling Award, which recognizes organizations and businesses in Florida that have successfully achieved performance excellence within their management and operations.



The Procurement Services Department won the prestigious 2013 Achievement of Excellence in Procurement Award from the National Procurement Institute and the Achievement of Excellence in Public Procurement Award from the Florida Association of Public Procurement Officials. Both awards recognize agencies that meet or exceed benchmarks, demonstrate continuous process improvement and reflect outstanding purchasing practices.

The Government Finance Officers Association awarded Orange County Public Schools a Certificate of Achievement

for Excellence in Financial Reporting. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. OCPS also received the Certificate of Excellence in Financial Reporting by the Association of School Business Officials.

The district has generated more than \$1.1 million through its innovative sales and marketing initiatives. Advertising sales dollars fund districtwide needs that would otherwise not receive adequate funding.

Building More Efficient Facilities



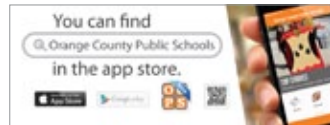
The Facilities department is dedicated to providing safe, effective and comfortable buildings that offer optimal learning environments for students. OCPS was busy with construction on 11 newly renovated or replaced elementary schools that opened for the 2014-15 school year. Renovations continue at two high schools that are scheduled to be completed in spring 2015 and 2016. In addition, another 12 school projects are currently in the planning stage and nine schools are in the design phase. More efficient designs have earned \$1.6 million in energy rebates in the last two years.

Sustained Community Engagement

Our mission is to lead students to success with the support and involvement of families and the community. Our community members provide invaluable skills and resources that support our students, both inside and outside the classroom.

- **62,614**
registered volunteers
- **1,877**
school-business
partnership agreements
- **25,106**
PTA/PTSA members in
137 local units

Here is a look at a variety of programs that are available for members of the community to engage with the school district.



OCPS Mobile App

This year OCPS launched its new mobile app, available for Apple and Android devices. The app is a tool for parents, students, and the community to connect with the district and its schools. The app is available for download from the Apple and Google Play app stores by searching for "OCPS." More than 24,000 users have downloaded the free app.



Parent Academy

OCPS launched a Parent Academy to promote parental involvement and enhance student achievement. The academy holds multiple half-day sessions throughout the school year offering classes and workshops for parents on a variety of topics, such as digital learning, new Florida Standards, college preparation and more. For more information, visit www.parentacademy.ocps.net.



Leadership ORANGE

Leadership Orange

Seeing a need to educate members of the general public about the intricacies of operating a large urban school district, OCPS began offering the eight-month Leadership Orange program. Class members meet monthly at facilities all over the county to learn about different aspects of the school system, including teaching and learning, exceptional student education, operations, finance, and construction, among other topics.

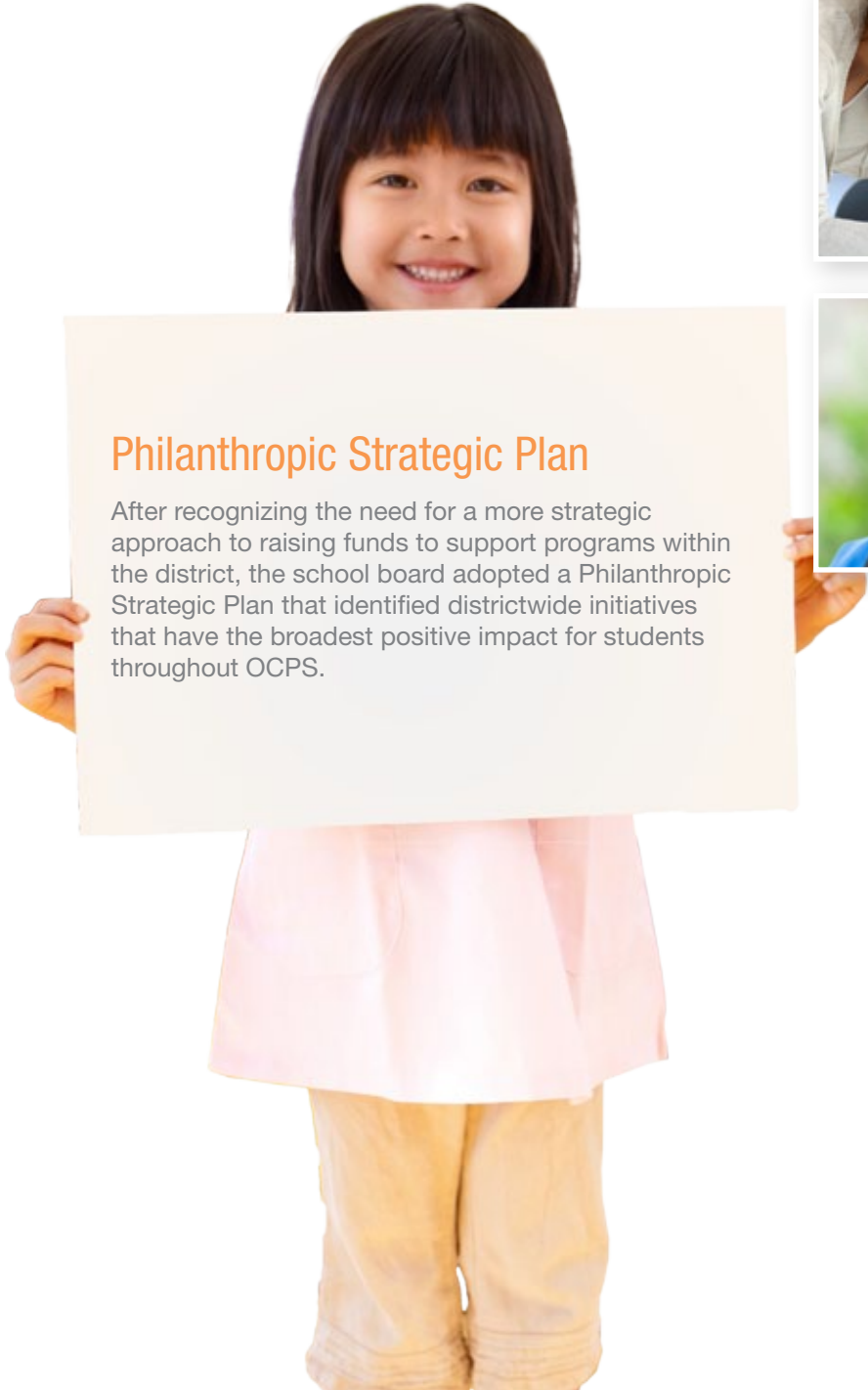
Having completed its fourth year, Leadership Orange has included more than 120 new leaders and participants in the district's work. For more information, visit www.leadership.ocps.net.



Faith-based Initiative

Our faith-based community is an extremely important part of Orange County Public Schools' efforts to sustain community engagement. Churches, synagogues, mosques, and all faith-based organizations have harnessed the power of volunteerism and servant leadership to benefit our students. The school district asks faith-based organizations to join in promoting basic messages to maximize student success. Since beginning this initiative two years ago, the number of faith-based organizations that have adopted a school to provide additional support to our students has grown from 41 to 138.

For more information on how you can get involved, visit www.faithbased.ocps.net.



Philanthropic Strategic Plan

After recognizing the need for a more strategic approach to raising funds to support programs within the district, the school board adopted a Philanthropic Strategic Plan that identified districtwide initiatives that have the broadest positive impact for students throughout OCPS.

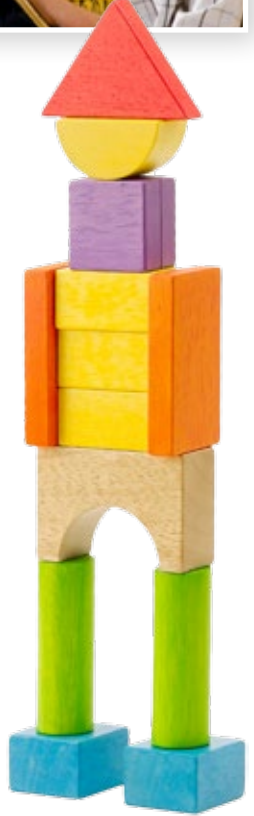


Those initiatives include:

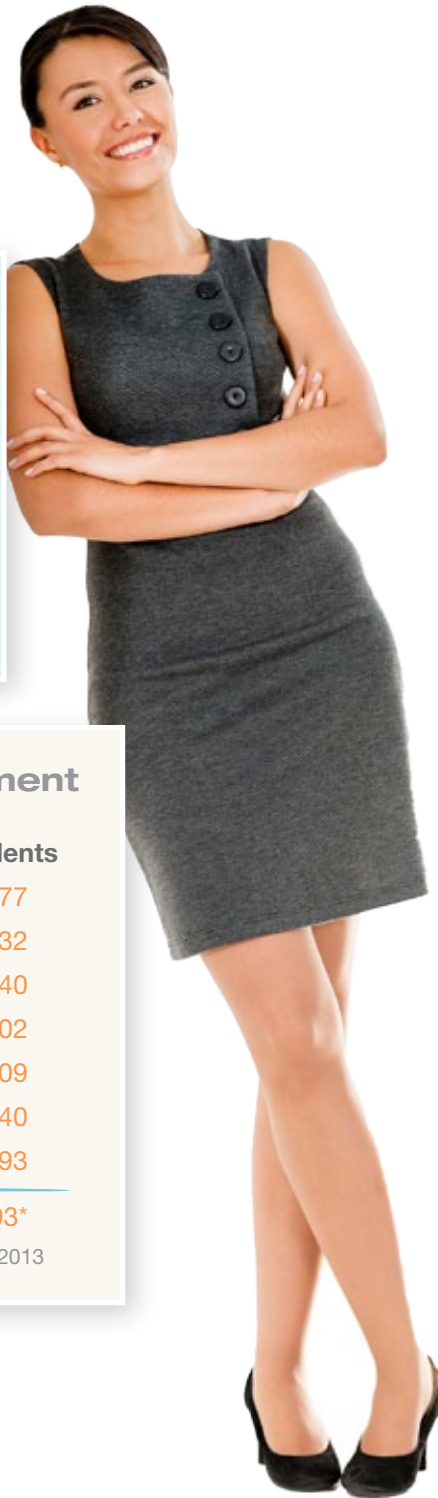
- Expanding full-day prekindergarten
- Licensed nurses in every school
- Literacy tutoring for at-risk students
- Expanding literacy mentoring and middle-school book clubs
- Access to Science, Technology, Engineering, and Math (STEM) activities

- Bridging the digital divide
- Expanding City Year to more schools
- Establishing suspension centers

To date, \$5.3 million in commitments have been secured for Philanthropic Strategic Plan initiatives. For more information, visit www.philadev.ocps.net.



By the Numbers



Employees

13,084 **Instructional**

7,789 **Classified**

488 **Part-time**

+ 986 **Administrators**

22,347 Total

Student Racial/Ethnic Distribution

White 30%

Hispanic..... 36%

Black..... 27%

Asian..... 5%

Multicultural 2%

2013-14 Student Enrollment

	Number of Schools	Students
Elementary**	123	82,277
K-8	3	2,832
Middle	35	38,640
High	19	50,902
Exceptional	4	609
Alternative		2,340
+ Charter		9,593
Total	184	187,193*

**Includes Pre-K

*As of Oct. 15, 2013

2013 School Grades*

A: 57

B: 54

C: 45

D: 19

F: 3

*Traditional Schools Only



Where Your Dollar Goes

80¢

is spent on teaching, transporting, supervising and counseling students.

10¢

goes toward acquiring, operating and maintaining school facilities.



6¢

is used for library materials, staff training and curriculum development.



4¢

goes toward central and fiscal services, general administration and district technology.

Everything we do is focused on leading our students to success. We have created different academic pathways that lead to the same end result – high student achievement.

ORANGE
COUNTY
PUBLIC SCHOOLS





For those of you who are part of a school community, whether as a student, parent, business partner or community volunteer, thank you for choosing Orange County Public Schools.



Visit the Orange County Schools website for more information:

www.ocps.net

The School Board of Orange County, Florida, does not discriminate in admission or access to, or treatment or employment in its programs and activities, on the basis of race, color, religion, age, sex, national origin, marital status, disability, genetic information, sexual orientation, gender identity or expression, or any other reason prohibited by law. The following individuals at the Ronald Blocker Educational Leadership Center, 445 W. Amelia Street, Orlando, Florida 32801, attend to compliance matters: ADA Coordinator & Equal Employment Opportunity (EEO) Supervisor: Carianne Reggio; Section 504 Coordinator: Latonia Green; Title IX Coordinator: Matthew Fitzpatrick. (407.317.3200)

The School Board of Orange County



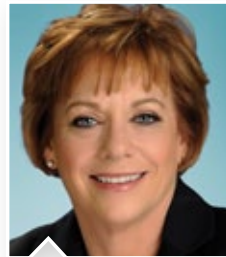
Chairman
Bill Sublette
bill.sublette@ocps.net



Vice-Chairman, District 5
Kathleen "Kat" Gordon
kathleen.gordon@ocps.net



Superintendent
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**Orange County
Public Schools**