

Strategic Plan 2012-2017

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Florida's
State Board of Education

Strategic Plan

For the Public School System
and the Florida College System



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Introduction

The State Board of Education is authorized in Section 1001.02(3)(a), Florida Statute, to “adopt a strategic plan that specifies goals and objectives for the state’s public schools and Florida College System institutions.” Florida’s education delivery system includes the Florida Public School System and the Florida College System. This strategic plan outlines a five year vision to support students to become globally competitive from pre-kindergarten through college and careers. Success towards this vision will be measured through the performance indicators included in this plan. The State Board of Education will review and approve the plan annually.

System at a Glance

Florida’s education delivery system serves more than 3.5 million students, 4,200 public schools, 28 colleges, 188,000 teachers, 47,000 college professors and administrators, and 318,000 full-time staff throughout the state, the Department enhances the economic self-sufficiency of Floridians through programs and services geared toward college, workforce education, job-specific skills and career development. Florida ranks first in the nation for teacher quality, first in the nation in advanced placement participation, and first in the southern region for graduation rate and degrees awarded by the Florida College System.



Mission

Section 1008.31, Florida Statute, establishes the mission of Florida's education delivery system.

The mission of Florida's K-20 education system is to increase the proficiency of all students within one seamless, efficient system, by allowing them the opportunity to expand their knowledge and skills through learning opportunities and research valued by students, parents, and communities.

Vision

To achieve the mission established in statute for Florida's education delivery system, the State Board of Education presents the following vision statement.

Florida will have an efficient world class education system that engages and prepares all students to be globally competitive for college and careers.



Strategic Goals

Section 1008.31, Florida Statute, also establishes four goals for Florida's education delivery system. Each of these goals will be measured through the accountability system and progress documented through the performance indicators included in this plan. The four goals include:

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1. *Highest Student Achievement*
 2. *Seamless Articulation and Maximum Access*
 3. *Skilled Workforce and Economic Development*
 4. *Quality Efficient Services*
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The first three goals will be supported by priorities that are directly aligned with our areas of emphasis. The fourth goal, Quality Efficient Services, will support all of the priorities in the following matrix.

Areas of Emphasis

To organize Florida's education delivery system, four key areas of emphasis have been identified for this strategic plan. These four areas of emphasis include:

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- *PreK-12 Students*
 - *Teachers and Leaders*
 - *School Choice*
 - *Postsecondary Students*
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Each of these areas of emphasis will be aligned with the goals and supported by priorities as shown in the following matrix.



Priorities Matrix

	Statutory Goals (1008.31)		
	Goal 1: Highest Student Achievement	Goal 2: Seamless Articulation / Maximum Access	Goal 3: Skilled Workforce / Economic Development
PreK-12 Students	<ul style="list-style-type: none"> • Improve Kindergarten Readiness • Increase the percent of students performing at grade level • Increase student participation and performance in accelerated course options 	<ul style="list-style-type: none"> • Increase high school graduation rates • Improve college readiness • Expand digital education 	<ul style="list-style-type: none"> • Expand STEM related educational opportunities in high demand areas • Increase career and technical education opportunities • Improve adult education programs in school districts
Teachers & Leaders	<ul style="list-style-type: none"> • Increase the percent of effective and highly effective teachers • Reduce the number of out-of-field teachers 	<ul style="list-style-type: none"> • Increase the percent of effective and highly effective teachers at high minority, high poverty and low performing schools • Reduce the number of out-of-field teachers at high minority, high poverty and low performing schools 	<ul style="list-style-type: none"> • Increase the percent of teachers who were math/science majors
School Choice	<ul style="list-style-type: none"> • Increase the percent of charter school students performing at grade level • Improve charter school performance • Ensure Supplemental Educational Service providers are high performing 	<ul style="list-style-type: none"> • Expand choice for students 	
Postsecondary Students	<ul style="list-style-type: none"> • Improve college readiness and success 	<ul style="list-style-type: none"> • Expand and maintain access 	<ul style="list-style-type: none"> • Prepare students for careers
Goal 4: Quality Efficient Services			

Strategies and Tactics

In order to organize the efforts being undertaken to achieve the goals and priorities of the strategic plan, the Department will draft a supplemental “Strategies and Tactics Work Plan” document. The strategies and tactics identified will support and be aligned with the goals and priorities of this plan while providing additional information regarding the specific activities and efforts involved.



Performance Indicators

The following performance indicators will document the progress toward attaining each of the four goals of Florida's education delivery system. Each performance indicator has been categorized under one of the four goals and aligned with the most applicable priority. This plan will include the current year's data for each performance indicator starting with 2010-2011. Upon the approval of the performance indicators and current year data, goals will be established and approved for each indicator. All of the goals and performance indicators are not static and will continue to be refined as the plan evolves.

1. PreK-12 Students				
Performance Indicator		Current	2017 Goal	Notes
Priority: Improve Kindergarten Readiness	1.1 Track cohorts of students who score "ready" on Kindergarten readiness assessments	VPK Completers: 76.89% VPK Non-Completers: 61.70% Non-VPK Participants: 52.99%	TBD	Prior plan benchmark 1.5
	1.2 Percentage of K-3 students in special education due to reading deficits	10.6%	TBD	Prior plan benchmark 1.4
Priority: Increase the percent of students performing at grade level	1.3 Percentage of students scoring at or above grade level on FCAT 2.0 Reading and Math	Reading: 62% Math 67%	TBD	Prior plan benchmark 1.1
	1.4 Percentage of students scoring at or above grade level on end-of-course exams	Alg. 1 available in July	TBD	Prior plan benchmark 1.1
	1.5 Percentage of students scoring Level 4 or above on FCAT 2.0 in Reading and Math	Data TBD	TBD	
	1.6 Percentage of students scoring college ready on a statewide end-of-course exam	Alg. 1 available in July	TBD	College ready for state EOC exams is defined as level 4 or above.



1. PreK-12 Students				
Performance Indicator		Current	2017 Goal	Notes
Priority: Increase student participation and performance in accelerated course options	1.7 Number and percentage of ninth-grade students who passed a statewide high school credit bearing end-of-course prior to ninth grade	Available in July	TBD	Prior plan benchmark 3.2
	1.8 Number and percentage of high school graduates who enrolled in at least one accelerated mechanism during their high school career	61% 90,549 of 148,675 graduates	TBD	Prior plan benchmark 3.3 Data also available disaggregated by mechanism type
	1.9 Number and percentage of students who took at least one AP, IB, AICE or Industry Certification examination or at least one dual enrollment course and were eligible for the associated postsecondary credit	68% 61,155 of 90,549 enrolled students	TBD	Prior plan benchmark 3.4 Data also available disaggregated by mechanism type
Priority: Increase high school graduation rates	1.10 Graduation Rates	Standard Diploma: 70.6% Special Diploma and 5 year: 73.4%	TBD	Prior Plan benchmark 1.2
Priority: Improve college readiness	1.11 Percentage of high school graduates meeting approved postsecondary readiness standard at the time of graduation via assessment	Math: 63% Reading: 74% Writing: 74% In all 3 subjects: 56%	TBD	Prior Plan benchmark 3.7
Priority: Expand digital education	1.12 Student to computer ratio	2.87 : 1	TBD	This includes desktop and mobile computers combined



1. PreK-12 Students				
Performance Indicator		Current	2017 Goal	Notes
Priority: Expand STEM related educational opportunities	1.13 Number of state approved career and technical education (CTE) STEM programs offered at middle and high schools	43 programs	TBD	
Priority: Increase Career and Technical education opportunities	1.14 Percentage of high school students graduating with an Industry Certification	Data available in February	TBD	Prior plan benchmark 3.8
Priority: Improve adult education programs	1.15 Number and percentage of adult general education students who demonstrate learning gains	Adult Basic Education Students: 25.1%, 29,037 students ESOL Students: 30.7%, 48,084 students	TBD	Prior plan benchmark 1.6
	1.16 Number and percentage of adult general education students who earn a high school diploma or its equivalent	40.62% 35,874 students	TBD	Prior plan benchmark 1.7
	1.17 Number and percentage of state of Florida high school equivalency diploma earners who enroll in a postsecondary program	29.06% 6,050 of 20,819	TBD	Prior plan benchmark 4.7
	1.18 Number and percentage of adult high school diploma earners who enroll in a postsecondary program	40.16% 733 of 1,825	TBD	Prior plan benchmark 4.8



2. Teachers and Leaders				
Performance Indicator		Current	2017 Goal	Notes
Priority: Increase the percent of effective and highly effective teachers	2.1 Number and percentage of effective and highly-effective teachers at all elementary and secondary schools	Data available in February	TBD	Prior plan benchmark 2.1
	2.2 Number and percentage of effective and highly-effective teachers at high minority schools	Data available in February	TBD	Prior plan benchmark 2.1
	2.3 Number and percentage of effective and highly-effective teachers at high poverty schools	Data available in February	TBD	Prior plan benchmark 2.1
	2.4 Number and percentage of effective and highly-effective teachers at D and F schools	Data available in February	TBD	Prior plan benchmark 2.1
Priority: Reduce the number of out-of-field teachers	2.5 Number and percentage of classes taught by out-of-field teachers at all elementary and secondary schools	Elementary: 3.5% Secondary: 6.4%	TBD	Prior plan benchmark 2.2
	2.6 Number and percentage of classes taught by out-of-field teachers at high minority schools	Elementary: 3.0% Secondary: 8.1%	TBD	Prior plan benchmark 2.2
	2.7 Number and percentage of classes taught by out-of-field teachers at high poverty schools	Elementary: 4.0% Secondary: 8.1%	TBD	Prior plan benchmark 2.2
	2.8 Number and percentage of classes taught by out-of-field teachers at D and F schools	Elementary: 5.3% Secondary: 12.8%	TBD	Prior plan benchmark 2.2
Priority: Increase the percent teachers who were math/science majors	2.9 Percentage of new teachers who were math and science majors at a Florida public college or university	Math 6.5% Science 32.9%	TBD	Prior plan benchmark 2.3



3. School Choice				
Performance Indicator		Current	2017 Goal	Notes
Priority: Increase the percent of charter school students performing at grade level	3.1 Percentage of students attending a charter school scoring at or above grade level on FCAT 2.0 in Reading and Math	Reading: 62% Math: 70%	TBD	Prior plan benchmark 5.2
	3.2 Percentage of students attending a charter school scoring at or above grade level on a statewide end-of-course exam	Available in July	TBD	Prior plan benchmark 5.2
	3.3 Percentage of students attending a charter school moving from a lower level to a Level 4 or Level 5 on FCAT 2.0 Reading or Math	Reading: 10% Math: 11%	TBD	Prior plan benchmark 5.5
	3.4 Percentage of students attending a charter school moving from a lower level to a Level 4 or Level 5 on statewide end-of-course exam	Available in July	TBD	Prior plan benchmark 5.5
Priority: Improve charter school performance	3.5 Number and percentage of charter schools earning an A or B	74% 227 out of 308 charter schools	TBD	Prior plan benchmark 5.3 Note that 33% of charter schools did not receive a school grade last year.
Priority: Ensure SES providers are high performing	3.6 Number and percentage of high performing SES providers	44.7% 210 out of 470 Excellent	TBD	Prior plan benchmark 5.4



3. School Choice					
Performance Indicator		Current	2017 Goal	Notes	
Priority: Expand choice options for students	3.7	Number of charter schools	518 schools	TBD	
	3.8	Number of students enrolled in charter schools	179,940 students	TBD	
	3.9	Number of private schools and students participating in the McKay Scholarship program	24,194 students 1,086 schools	TBD	
	3.10	Number of private schools and students participating in the Florida Tax Credit Scholarship program	38,375 students 1,186 schools	TBD	
	3.11	Number of students completing virtual education courses	Data available in August	TBD	



4. Postsecondary Students				
Performance Indicator	Current	2017 Goal	Notes	
Priority: Improve college readiness and success	4.1 Percentage of Developmental Education completers who go on to complete a college level course in the same subject within two academic years of entry <u>Mathematics</u> 31.8% (2,765) <u>English</u> 63.7% (3,974) <u>Mathematics & English</u> 23.7% (2,031)	TBD	FCS plan benchmark 3.1 HB7135 Measure S. 1001.3(16)(a)	
	4.2 Number of institutional and program rankings	Institutional rankings: 128 Program rankings: 56	TBD	FCS plan benchmark 3.2 HB7135 Measure S. 1001.3(16)(a)
	4.3 Number of faculty receiving awards	743 faculty	TBD	FCS plan benchmark 3.3 HB7135 Measure S. 1001.3(16)(a)
	4.4 Percentage of students receiving federal, state, local, institutional, or other sources of grant aid	51.0% (227,977 students)	TBD	FCS plan benchmark 3.4 HB7135 Measure S. 1001.3(16)(a)
	4.5 Percentage of students receiving Federal student loans and average amount of Federal student loan aid received by undergraduate student	<u>Students Receiving Loans</u> 17.0% (79,250) <u>Average Amount of Loan Received</u> \$4,525	TBD	FCS plan benchmark 3.5 HB7135 Measure S. 1001.3(16)(a)
	4.6 Cohort default rate for FCS	12.9%	TBD	FCS plan benchmark 3.6 HB7135 Measure S. 1001.3(16)(a)
	4.7 Percentage of postsecondary students who remain enrolled the next three subsequent semesters	AA Retention Rate: 66.7% AAS/AS Retention Rate: 58.4%	TBD	FCS plan benchmark 3.7 HB7135 Measure S. 1001.3(16)(a)
	4.8 Number of degrees and certificates awarded	93,285	TBD	FCS plan benchmark 3.8 HB7135 Measure S. 1001.3(16)(a)
	4.9 Graduation rate for first-time in college students (150% time and 200% time)	35.0% of Cohort Graduate in 150% time	TBD	FCS plan benchmark 3.9 HB7135 Measure S. 1001.3(16)(a)



4. Postsecondary Students				
Performance Indicator	Current	2017 Goal	Notes	
4.10 Average time and credit to degree	<u>Time to Degree</u> Accelerated students: 2.8 years Non-Accelerated Students: 4.5 years <u>Credit to Degree</u> Accelerated students: 73 credits Non-Accelerated Students: 78 credits	TBD	FCS plan benchmark 3.10 HB7135 Measure S. 1001.3(16)(a)	
4.11 Transfer rates of associate degree graduates who transfer within two years to the upper division at a Florida College System institution or state university	<u>Transfers enrolled in SUS</u> 51.0% (26,250) <u>Transfers in FCS upper division</u> 7.0% (3,909)	TBD	FCS plan benchmark 3.11 HB7135 Measure S. 1001.3(16)(a)	
4.12 Percentage of students taking and passing licensure exams in nursing	<u>NCLEX-RN (Registered Nurse)</u> 89.7% (4,214) <u>NCLEX-PN (Practical Nurse)</u> 88.6% (569)	TBD	FCS plan benchmark 3.12 HB7135 Measure S. 1001.3(16)(a)	
Priority: Maintain affordability and access	4.13 Number of high school students enrolled in dual enrollment courses through the FCS	46,083	TBD	FCS plan benchmark 1.1
	4.14 Number of students enrolled in college credit courses in the FCS disaggregated by age range	478,130 total Under 18-21: 225,951 22-29: 135,187 30-39: 64,014 40-64: 51,777 Other: 1,201	TBD	FCS plan benchmark 1.2
	4.15 Percentage of students who enroll in the FCS in the year following high school graduation	36.0% (58,629)	TBD	FCS plan benchmark 1.3.1
	4.16 Percentage of students who enroll in the FCS in the year following high school graduation, number of minority students	59.0% (39,432)	TBD	FCS plan benchmark 1.3.2



4. Postsecondary Students				
Performance Indicator	Current	2017 Goal	Notes	
4.17 Percentage of students who enroll in the FCS in the year following high school graduation, number of low-income students	60.0% (34,918)	TBD	FCS plan benchmark 1.3.3	
4.18 Percentage of degree-seeking students classified as non-Florida residents for tuition purposes	3.7% (24,305)	TBD	FCS plan benchmark 1.4	
4.19 Average net price	\$6,511	TBD	FCS plan benchmark 1.5	
4.20 Number of students enrolled in Adult Basic & Secondary Education	52,192	TBD	FCS plan benchmark 1.6	
4.21 Number of students enrolled in community education programs	<u>Continuing Workforce Education</u> 151,948 <u>Recreation and Leisure</u> 57,761	TBD	FCS plan benchmark 1.7	
Priority: Prepare for careers	4.22 Percentage of FCS graduates found employed in the state of Florida within one year of completion, disaggregated by certificate/degree type	Career Certificate: 75.0% College Credit Certificate: 69.0% AAS: 69.0% AS: 78.0% AA: 61.0% Bachelors: 72.0%	TBD	FCS plan benchmark 4.1 HB7135 Measure S. 1001.3(16)(a)
	4.23 Average wages of graduates found employed in the state of Florida within a year of completion, disaggregated by certificate/degree type	Career Certificate: \$37,984 College Credit Certificate: \$37,184 AAS: \$41,732 AS: \$46,604 AA: \$31,948 Bachelors: \$48,936	TBD	FCS plan benchmark 4.2



5. Quality Efficient Services

The fourth goal of Florida's education delivery system is quality efficient services. The other three key goals and aligned priorities of this plan are all supported through efforts to achieve quality efficient services. Section 1008.31, Florida Statutes, specifies that these efforts will be measured by evidence of return on investment. While a return on investment indicator for public school districts has historically been available, the methodology of this calculation is undergoing revisions to accommodate the transition to district grade points. When the revised return on investment indicator is finalized and approved by the State Board of Education, it will be added to this plan. In addition, plans are being developed to measure return on investment for all other education sectors.



Appendix A: Supplemental Department Performance Indicators

Performance Indicator		Current	2017 Goal	Notes
Other Department of Education Functions				
Priority: Increase employment outcomes for VR and Blind Services customers	A. 1. Number of blind service customers exiting the vocational rehabilitation program who achieved a gainful employment outcome	720 Individuals		Prior plan benchmark 6.1
	A. 2. Number of blind vending food service facilities supporting employed blind vendors	145 facilities		Prior plan benchmark 6.2
	A. 3. Number of individuals exiting the vocational rehabilitation program who achieved an employment outcome	5,018 employed customers		Prior plan benchmark 6.4
	A. 4. Of all the individuals who achieved an employment outcome from the vocational rehabilitation program, the percentage who exit with earnings equivalent to at least the minimum wage	94.2%		Prior plan benchmark 6.5