



DETAILS
of the 2004-05
SBE Strategic Plan

Florida State Board of Education
2004-05 Strategic Plan
John Winn, Commissioner of Education

Presented By:
Dr. Theresa Klebacha

January 18, 2005

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FLORIDA STATE BOARD OF EDUCATION

2004-05 Strategic Plan

January 2005

Title	Performance Measure	Priority Projects																		
<p>Strategic Imperative 1: Increase the Supply of Highly Effective Teachers <i>Ultimate Goal:</i> Every public school classroom is led by a highly effective teacher. (Warford - Stewart/Hebda)</p>																				
<p>1.1 Acquire, retain and develop qualified, effective teachers</p>	<p>1.1.a. Adopt and implement a comprehensive strategic action plan for meeting and/or exceeding capacity requirements for qualified, effective classroom teachers pursuant to class-size demands of 2006-07</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 2px;">03-04</td> <td style="padding: 2px;">04-05 Target</td> </tr> <tr> <td style="padding: 2px;">147,955 teachers</td> <td style="padding: 2px;">Plan adopted by SBE; implementation activities initiated</td> </tr> </table>	03-04	04-05 Target	147,955 teachers	Plan adopted by SBE; implementation activities initiated	<p>Facilitate implementation of Educator Preparation Institutes for alternative teacher training and professional development. (1.1)</p> <p>Expand outreach activities: (1.1)</p> <ul style="list-style-type: none"> Use online recruitment system Cultivate Florida Future Educators of America Clubs Expand Troops to Teachers Launch Virtual New Teacher Center 														
03-04	04-05 Target																			
147,955 teachers	Plan adopted by SBE; implementation activities initiated																			
<p>1.2 Increase the number of high-performing teachers</p>	<p>1.2.a. Annually increase the number of high-performing teachers as evidenced by:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="4" style="padding: 2px;">Florida teachers certified by the National Board for Professional Teaching Standards.</td> </tr> <tr> <td style="padding: 2px;">01-02</td> <td style="padding: 2px;">02-03</td> <td style="padding: 2px;">03-04</td> <td style="padding: 2px;">04-05 Target</td> </tr> <tr> <td style="padding: 2px;">992</td> <td style="padding: 2px;">1,243</td> <td style="padding: 2px;">1,448</td> <td style="padding: 2px;">>1,448</td> </tr> </table> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="2" style="padding: 2px;">Florida teachers that produce significant student learning gains.</td> </tr> <tr> <td style="padding: 2px;">BASE</td> <td style="padding: 2px;">04-05 Target</td> </tr> <tr> <td style="padding: 2px;">TBD</td> <td style="padding: 2px;">TBD</td> </tr> </table>	Florida teachers certified by the National Board for Professional Teaching Standards.				01-02	02-03	03-04	04-05 Target	992	1,243	1,448	>1,448	Florida teachers that produce significant student learning gains.		BASE	04-05 Target	TBD	TBD	<p>Develop incentives for Florida graduates of teacher preparation programs, and enhance teacher and other educator recognition programs. (1.1)</p> <p>Conduct On-Site District Professional Development Protocol reviews. (1.1)</p> <p>Conduct a study on best practices and effects on student achievement of mentoring conducted by National Board certified teachers. Increase the option for national recognition for Florida educators. (1.2)</p>
Florida teachers certified by the National Board for Professional Teaching Standards.																				
01-02	02-03	03-04	04-05 Target																	
992	1,243	1,448	>1,448																	
Florida teachers that produce significant student learning gains.																				
BASE	04-05 Target																			
TBD	TBD																			

Title	Performance Measure	Priority Projects				
1.3 Ensure teacher performance pay systems	1.3.a. Ensure that every school district has a provision in its 2005-06 teacher contract proposal that fully implements statutory performance pay requirements, as reviewed and approved by the SBE. <table border="1" data-bbox="464 391 1083 496"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>TBD</td> <td>100% of school district plans initially reviewed by SBE and responses sent</td> </tr> </table>	BASE	04-05 Target	TBD	100% of school district plans initially reviewed by SBE and responses sent	Establish and develop an approval process for district contract provisions that implement teacher performance pay requirements. (1.3)
BASE	04-05 Target					
TBD	100% of school district plans initially reviewed by SBE and responses sent					
1.4 Identify and implement teacher retention best practices	1.4.a. Recommend to the Legislature and school boards policies and practices that increase retention of high performing teachers in the classroom. <table border="1" data-bbox="506 711 1041 849"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>Identification of retention rate trends under development.</td> <td>Track retention rate improvement beginning in 2005-2006.</td> </tr> </table>	BASE	04-05 Target	Identification of retention rate trends under development.	Track retention rate improvement beginning in 2005-2006.	Appoint a task force to respond to research in teacher retention, including activities such as: (1.4) <ul style="list-style-type: none"> ▪ Survey teachers and principals on why high performing teachers leave and conditions that would be effective in retaining them in the profession. ▪ Advise State Board and Legislature on state policies that tend to support and those that detract from effective teacher retention strategies. ▪ Disseminate best practices to school boards, superintendents and principals.
BASE	04-05 Target					
Identification of retention rate trends under development.	Track retention rate improvement beginning in 2005-2006.					
Strategic Imperative 2: Set, Align, and Apply Academic Curricular and Testing Standards <i>Ultimate Goal:</i> Every student progresses and advances to the next educational level based on proficiency. (Goff/Warford/Armstrong/Austin)						
2.1 Eliminate K-12 social promotion	2.1.a. Support a statutory change to authorize the SBE to annually increase the number of grade levels with established promotion standards until standards are established for all grade levels. <table border="1" data-bbox="506 1292 1041 1398"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>Established in 2 grade levels (3, 12)</td> <td>SBE authorization</td> </tr> </table>	BASE	04-05 Target	Established in 2 grade levels (3, 12)	SBE authorization	Monitor K-3 promotion activities, and expand promotion requirements and monitoring to grades 4-12. (2.1) Conduct Middle Grades Reform Study to identify feasibility of statutorily defined promotion criteria. (2.1) Develop and advocate legislation to implement the elimination of social promotion. (2.1)
BASE	04-05 Target					
Established in 2 grade levels (3, 12)	SBE authorization					

Title	Performance Measure	Priority Projects				
2.2 Establish middle school standards	<p>2.2.a. Support a statutory change to set, in law, minimum middle school course completion requirements that are aligned with high school course requirements.</p> <table border="1" data-bbox="499 358 1047 496"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>No formal standards in place</td> <td>Requirements adopted in law; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	No formal standards in place	Requirements adopted in law; implementation activities initiated	<p>Develop and advocate for legislation to establish minimum middle school course requirements. (2.2)</p> <p>Conduct a comprehensive review of the Sunshine State Standards adopted in 1996, beginning with middle grade standards. (2.2)</p>
BASE	04-05 Target					
No formal standards in place	Requirements adopted in law; implementation activities initiated					
2.3 Ensure rigorous K-12 curricular standards	<p>2.3.a. Adopt revisions to the Sunshine State Standards to better align the standards to increased rigor requirements.</p> <table border="1" data-bbox="468 634 1079 740"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>1996 Sunshine State Standards</td> <td>Plan adopted by SBE; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	1996 Sunshine State Standards	Plan adopted by SBE; implementation activities initiated	<p>In reviewing the Sunshine State Standards, use accountability data supporting successful career preparation models requiring rigorous high school instruction and identify career planning strategies. (2.3)</p>
BASE	04-05 Target					
1996 Sunshine State Standards	Plan adopted by SBE; implementation activities initiated					
2.4 Improve state level proficiency requirements	<p>2.4.a. Develop specifications for a more robust measure of postsecondary proficiency expectations.</p> <table border="1" data-bbox="478 873 1068 1049"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>CLAST or CLAST alternatives at the "grade 14" level</td> <td>Specifications for content and administration procedures for a new assessment; plans for procurement in place</td> </tr> </table>	BASE	04-05 Target	CLAST or CLAST alternatives at the "grade 14" level	Specifications for content and administration procedures for a new assessment; plans for procurement in place	<p>Review, evaluate and provide recommendations for the development of a restructured "grade 14" general education assessment tool. (2.4)</p>
BASE	04-05 Target					
CLAST or CLAST alternatives at the "grade 14" level	Specifications for content and administration procedures for a new assessment; plans for procurement in place					
2.5 Set and align VPK standards	<p>2.5.a. Adopt VPK standards for student performance and program curricula, including readiness rates.</p> <table border="1" data-bbox="556 1182 991 1320"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>New policy</td> <td>Standards adopted by SBE; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	New policy	Standards adopted by SBE; implementation activities initiated	<p>Review, evaluate and make recommendations for standards related to VPK: (2.5)</p> <ul style="list-style-type: none"> ▪ Develop student performance standards ▪ Review and recommend early literacy curricula ▪ Establish VPK readiness rates.
BASE	04-05 Target					
New policy	Standards adopted by SBE; implementation activities initiated					

Strategic Imperative 3: Improve Student Rates of Learning

Ultimate Goal: Every student is proficient on grade level in reading, writing and mathematics.
(Warford/Openshaw/Armstrong/Marmor - Tappen)

3.1 Improve student learning gains

3.1.a. Annually increase the percentage of grade 3-10 students that meet or exceed proficiency levels on the FCAT as follows:

>=3/5 Proficiency in Reading			
01-02	02-03	03-04	04-05 Target
48	50	51	>51

>=3/5 Proficiency in Math			
01-02	02-03	03-04	04-05 Target
51	53	56	>56

>=3.5/6 Proficiency in Writing			
01-02	02-03	03-04	04-05 Target
67	69	74	>74

3.1.b. Annually increase the percentage of postsecondary career education students demonstrating job-specific learning gains within one year.

Sector	01-02	02-03	03-04	04-05 Target
Community Colleges	49.48	52.80	53.84	>53.84
School Districts	58.98	59.34	61.62	>61.62

NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.

Lead Just Read, Florida! Efforts and monitor district implementation of Rigorous Reading Requirements. (3.1)

Coordinate Assistance Plus activities for low-performing public schools to advance student proficiency levels in reading, math and writing. (3.1)

Coordinate with the Community College Council of Presidents to develop and recommend to the State Board of Education a strategic plan for the community college and workforce sector. (3.1/3.2)

	<p>3.1.c. Annually increase the percentage of Adult General Education students whose reading or math skills improve at least one grade level within one year.</p> <table border="1" data-bbox="485 277 1066 483"> <thead> <tr> <th>Sector</th> <th>01-02</th> <th>02-03</th> <th>03-04</th> <th>04-05 Target</th> </tr> </thead> <tbody> <tr> <td>Community Colleges</td> <td>37.49</td> <td>38.44</td> <td>37.77</td> <td>>37.77</td> </tr> <tr> <td>School Districts</td> <td>44.60</td> <td>45.64</td> <td>46.71</td> <td>>46.71</td> </tr> </tbody> </table> <p><i>NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.</i></p>	Sector	01-02	02-03	03-04	04-05 Target	Community Colleges	37.49	38.44	37.77	>37.77	School Districts	44.60	45.64	46.71	>46.71	<p>Expand the efforts of transitioning adult general education students from Literacy or ESOL (English for Students of Other Languages) programs into postsecondary adult vocational or Associate in Science degree programs. (3.1)</p>		
Sector	01-02	02-03	03-04	04-05 Target															
Community Colleges	37.49	38.44	37.77	>37.77															
School Districts	44.60	45.64	46.71	>46.71															
<p>3.2 Improve graduation rates</p>	<p>3.2.a. Annually increase percentage of 4-year public high school graduates (NCLB).</p> <table border="1" data-bbox="495 716 1003 800"> <thead> <tr> <th>01-02</th> <th>02-03</th> <th>03-04</th> <th>04-05 Target</th> </tr> </thead> <tbody> <tr> <td>64.70</td> <td>65.99</td> <td>68.65</td> <td>>68.65</td> </tr> </tbody> </table>	01-02	02-03	03-04	04-05 Target	64.70	65.99	68.65	>68.65	<p>Expand Assistance Plus effort and partnership efforts with schools “in need of improvement” to target improved performance of students at risk of failure. (3.2)</p> <p>Develop and implement a plan for increasing the proportion of Associate in Arts, Associate in Science, Associate in Applied Science, and PSVC students with 48 cumulative hours who graduate or Fall enrollees who successfully complete a course in Spring term. (3.2)</p> <p>Build a component for improvement into the new Community College and Workforce Development Education system strategic plan developed pursuant to performance measure 8.1. (3.2)</p>									
	01-02	02-03	03-04	04-05 Target															
64.70	65.99	68.65	>68.65																
<p>3.2.b. Annually increase the percentage of workforce education students who become full program completers within 2 years of enrollment.</p> <table border="1" data-bbox="443 967 1098 1138"> <thead> <tr> <th rowspan="2">Sector</th> <th colspan="4">Enrollment Year</th> </tr> <tr> <th>00-01</th> <th>01-02</th> <th>02-03</th> <th>03-04 Target</th> </tr> </thead> <tbody> <tr> <td>Community Colleges</td> <td>39.70</td> <td>45.44</td> <td>52.35</td> <td>>52.35</td> </tr> <tr> <td>School Districts</td> <td>30.02</td> <td>35.12</td> <td>40.69</td> <td>>40.69</td> </tr> </tbody> </table> <p><i>For Example: 45.44% of students enrolled in Community College Workforce Education programs in 2001-02 became full program completers in 2002-03 or before.</i></p> <p><i>NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.</i></p>	Sector	Enrollment Year				00-01	01-02	02-03	03-04 Target	Community Colleges	39.70	45.44	52.35	>52.35	School Districts	30.02	35.12	40.69	>40.69
Sector		Enrollment Year																	
	00-01	01-02	02-03	03-04 Target															
Community Colleges	39.70	45.44	52.35	>52.35															
School Districts	30.02	35.12	40.69	>40.69															

	<p>3.2.c. Annually increase the percentage of associate degree students who earn their degree on time.</p> <table border="1" data-bbox="558 240 993 383"> <thead> <tr> <th rowspan="2">Degree</th> <th colspan="3">Graduation Year</th> </tr> <tr> <th>01-02</th> <th>02-03</th> <th>03-04*</th> </tr> </thead> <tbody> <tr> <td>AA</td> <td>42.50</td> <td>44.89</td> <td>>44.89</td> </tr> <tr> <td>AS</td> <td>47.51</td> <td>46.28</td> <td>>46.28</td> </tr> </tbody> </table> <p>* 2003-04 percentages are being calculated and will be used for future targets of increase.</p> <p><i>NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.</i></p>	Degree	Graduation Year			01-02	02-03	03-04*	AA	42.50	44.89	>44.89	AS	47.51	46.28	>46.28	<p>Develop and implement a plan for increasing the proportion of Associate in Arts, Associate in Science, Associate in Applied Science, and PSVC students with 48 cumulative hours who graduate or Fall enrollees who successfully complete a course in Spring term. (3.2)</p> <p>Build a component for improvement into the new Community College and Workforce Development Education system strategic plan developed pursuant to performance measure 8.1. (3.2 and 3.3)</p>
Degree	Graduation Year																
	01-02	02-03	03-04*														
AA	42.50	44.89	>44.89														
AS	47.51	46.28	>46.28														
<p>3.3 Ensure college readiness of high school graduates</p>	<p>3.3.a. Annually increase the percentage of Florida public high school seniors who earn a college assessment test score at or above the minimum level required by the Bright Futures Scholarship Program.</p> <table border="1" data-bbox="621 768 926 873"> <thead> <tr> <th>02-03</th> <th>03-04</th> <th>04-05 Target</th> </tr> </thead> <tbody> <tr> <td>35.52</td> <td>34.20</td> <td>>34.20</td> </tr> </tbody> </table> <p>3.3.b. Annually increase the average number of high school credit hours earned through acceleration credits by all high school students.</p> <table border="1" data-bbox="579 1040 972 1146"> <thead> <tr> <th>01-02</th> <th>02-03</th> <th>03-04</th> <th>04-05 Target</th> </tr> </thead> <tbody> <tr> <td>2.7</td> <td>2.9</td> <td>3.2</td> <td>>3.2</td> </tr> </tbody> </table> <p><i>NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.</i></p>	02-03	03-04	04-05 Target	35.52	34.20	>34.20	01-02	02-03	03-04	04-05 Target	2.7	2.9	3.2	>3.2	<p>Expand partnership efforts that promote and prepare students for success in postsecondary education: (3.3)</p> <ul style="list-style-type: none"> ▪ College Board Partnerships ▪ School district/community college partnerships encouraging dual enrollment ▪ College Reach Out Program (CROP) activities <p>Expand efforts to get high school students better prepared for postsecondary education: (3.3)</p> <ul style="list-style-type: none"> ▪ Coordinate College Board Partnership activities to get more high school students engaged in Advanced Placement courses, the PSAT and the SAT. ▪ Expand FACTS.org to middle and high school academic planning. 	
02-03	03-04	04-05 Target															
35.52	34.20	>34.20															
01-02	02-03	03-04	04-05 Target														
2.7	2.9	3.2	>3.2														

	<p>3.3.c. Annually increase the average number of high school credit hours earned through acceleration credits by students traditionally underrepresented in higher education.</p> <table border="1" data-bbox="527 310 1020 380"> <tr> <td>01-02</td> <td>02-03</td> <td>03-04</td> <td>04-05 Target</td> </tr> <tr> <td>2.4</td> <td>2.6</td> <td>2.8</td> <td>>2.8</td> </tr> </table> <p><i>NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.</i></p>	01-02	02-03	03-04	04-05 Target	2.4	2.6	2.8	>2.8	<p>Expand Assistance Plus effort and partnership efforts to target, strengthen and offer advanced level coursework to high school students.</p> <ul style="list-style-type: none"> ▪ Expand College Board Partnerships ▪ Expand the use of accelerated credit <p>Build a component for improvement into the new Community College and Workforce Development Education system strategic plan developed pursuant to performance measure 8.1. (3.2 and 3.3)</p>
01-02	02-03	03-04	04-05 Target							
2.4	2.6	2.8	>2.8							

Strategic Imperative 4: Improve the Quality of Instructional Leadership
Ultimate Goal: Every educational institution is led by a quality instructional leader.
 (Armstrong/Warford - Webb)

<p>4.1 Enhance K-12 Instructional Leadership</p>	<p>4.1.a. Promote a statutory change to authorize the SBE to implement the four critical components of DELTA (Instructional Leadership Development for Principals) and an evaluation system related to student achievement.</p> <table border="1" data-bbox="495 854 1052 959"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>Not formally established</td> <td>SBE authorization; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	Not formally established	SBE authorization; implementation activities initiated	<p>Advocate for legislation to authorize the SBE to create an executive leadership designation. (4.1)</p> <p>Create a comprehensive instructional leadership plan for K-12 public school principals: (4.1)</p> <ul style="list-style-type: none"> ▪ Develop accountability system measuring the performance of K-12 principals linked to student achievement. ▪ Revise Florida Educational Leadership Examination. ▪ Reform principal professional development programs. ▪ Establish guidelines for principal designation programs. 											
BASE	04-05 Target																
Not formally established	SBE authorization; implementation activities initiated																
<p>4.2 Enhance Community College and Workforce Instructional Leadership</p>	<p>4.2.a. Annually ensure a minimum number of CCWFE Chancellor's Leadership Seminar completers and placements into senior management or higher positions.</p> <table border="1" data-bbox="464 1130 1083 1312"> <tr> <td></td> <td>01-02</td> <td>02-03</td> <td>03-04</td> <td>04-05 Target</td> </tr> <tr> <td>Cumulative Completions</td> <td>31 (new)</td> <td>60</td> <td>95</td> <td>130</td> </tr> <tr> <td>Cumulative Placed</td> <td>N/A</td> <td>TBD</td> <td>TBD</td> <td>>03-04</td> </tr> </table>		01-02	02-03	03-04	04-05 Target	Cumulative Completions	31 (new)	60	95	130	Cumulative Placed	N/A	TBD	TBD	>03-04	<p>Strengthen and expand the CCWFE Chancellor's Leadership Seminar: (4.2)</p> <ul style="list-style-type: none"> ▪ Verify and establish a tracking system for placement data from previous seminar completers ▪ Strengthen recruitment and participation criteria.
	01-02	02-03	03-04	04-05 Target													
Cumulative Completions	31 (new)	60	95	130													
Cumulative Placed	N/A	TBD	TBD	>03-04													

	<p>4.2.b. Establish a new instructional leadership training program for workforce education administrators</p> <table border="1" data-bbox="417 245 1131 347"> <tr> <td data-bbox="417 245 747 277">BASE</td> <td data-bbox="747 245 1131 277">04-05 Target</td> </tr> <tr> <td data-bbox="417 277 747 347">Part of current Chancellor's Leadership Seminar</td> <td data-bbox="747 277 1131 347">Separate program adopted and initiated by DCCWE</td> </tr> </table>	BASE	04-05 Target	Part of current Chancellor's Leadership Seminar	Separate program adopted and initiated by DCCWE	<p>Develop and recommend an instructional leadership training program for workforce education administrators. (4.2)</p>
BASE	04-05 Target					
Part of current Chancellor's Leadership Seminar	Separate program adopted and initiated by DCCWE					

Strategic Imperative 5: Increase the Quantity and Improve the Quality of Education Options
Ultimate Goal: Every student and parent has reasonable access to a choice of quality public or private education.
 (Mainwood - Miller/Tappen)

<p>5.1 Grow provider participation in school choice options</p>	<p>5.1.a. Annually increase the number of private schools participating in and meeting requirements of a state scholarship program.</p> <table border="1" data-bbox="401 721 1146 894"> <thead> <tr> <th>Program*</th> <th>99-00</th> <th>00-01</th> <th>01-02</th> <th>02-03</th> <th>03-04</th> <th>04-05 Target</th> </tr> </thead> <tbody> <tr> <td>CTC</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>924</td> <td>>924</td> </tr> <tr> <td>McKay</td> <td>1</td> <td>100</td> <td>296</td> <td>518</td> <td>673</td> <td>>673</td> </tr> <tr> <td>OSP</td> <td>5</td> <td>5</td> <td>5</td> <td>31</td> <td>35</td> <td>>35</td> </tr> </tbody> </table> <p>* CTC = Corporate Tax Credit Scholarship Program; McKay = McKay Scholarship Program for Students with Disabilities; and OSP = Opportunity Scholarship Program.</p>	Program*	99-00	00-01	01-02	02-03	03-04	04-05 Target	CTC	N/A	N/A	N/A	N/A	924	>924	McKay	1	100	296	518	673	>673	OSP	5	5	5	31	35	>35	<p>Lead private school recruitment efforts to ensure up-front compliance of new schools, continued compliance of participating schools, and interest of other private schools in participating in a scholarship program. (5.1)</p> <p>Improve private school technical assistance through online tutorial programs, relationships with other State agencies, and participation documents. (5.1)</p>
Program*	99-00	00-01	01-02	02-03	03-04	04-05 Target																								
CTC	N/A	N/A	N/A	N/A	924	>924																								
McKay	1	100	296	518	673	>673																								
OSP	5	5	5	31	35	>35																								
<p>5.2 Measure the quality of private school options</p>	<p>5.2.a. Support the establishment of, in law, new norm-referenced testing requirements for Corporate Tax Credit scholarship program students.</p> <table border="1" data-bbox="501 1187 1047 1325"> <tr> <td data-bbox="501 1187 758 1219">BASE</td> <td data-bbox="758 1187 1047 1219">04-05 Target</td> </tr> <tr> <td data-bbox="501 1219 758 1325">No formal testing requirement in place</td> <td data-bbox="758 1219 1047 1325">Requirement adopted in law; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	No formal testing requirement in place	Requirement adopted in law; implementation activities initiated	<p>Develop and advocate legislation requiring all Corporate Tax Credit scholarship students take a nationally-norm referenced test, with results provided for summary and evaluation purposes. (5.2)</p>																								
BASE	04-05 Target																													
No formal testing requirement in place	Requirement adopted in law; implementation activities initiated																													

	<p>5.2.b. Annually identify and eliminate all private schools with confirmed evidence of fraud or abuse from participation in any scholarship programs.</p> <table border="1" data-bbox="548 277 1001 381"> <tr> <td>03-04</td> <td>04-05 Target</td> </tr> <tr> <td>5 of 5 (100% of confirmed)</td> <td>100% (of confirmed)</td> </tr> </table> <p>5.2.c. Annually increase the percentage of private schools renewing compliance requirements by deadline in order to remain eligible to participate in state scholarship programs.</p> <table border="1" data-bbox="604 613 942 750"> <tr> <td>02-03</td> <td>03-04</td> <td>04-05 Target</td> </tr> <tr> <td>N/A</td> <td>New Policy</td> <td>>75</td> </tr> </table>	03-04	04-05 Target	5 of 5 (100% of confirmed)	100% (of confirmed)	02-03	03-04	04-05 Target	N/A	New Policy	>75	<p>Establish and implement mechanisms for identifying, tracking and reporting possible cases of private school fraud or abuse. (5.2)</p> <ul style="list-style-type: none"> ▪ Establish complaint reporting and tracking ▪ Sample private school providers to determine compliance with self-reporting mechanisms. ▪ Coordinate private school cross-agency reporting requirements to ensure compliance. ▪ Annually report private school accountability. <p>Develop a comprehensive system for measuring the quality of private school compliance: (5.2)</p> <ul style="list-style-type: none"> ▪ Develop online tutorials, technical assistance documentation, and sampling processes to facilitate compliance efforts. ▪ Create Annual Report of Student Achievement for students participating in scholarship programs
03-04	04-05 Target											
5 of 5 (100% of confirmed)	100% (of confirmed)											
02-03	03-04	04-05 Target										
N/A	New Policy	>75										
<p>5.3 Ensure all parents are provided reasonable choices within public schools</p>	<p>5.3.a. Adopt and implement a comprehensive plan for identifying, monitoring and expanding the percent of parents who have been given meaningful choices and who have taken advantage of choices among public schools in Florida.</p> <table border="1" data-bbox="571 1019 978 1123"> <tr> <td>03-04</td> <td>04-05 Target</td> </tr> <tr> <td>New Policy</td> <td>Establish baseline numbers</td> </tr> </table>	03-04	04-05 Target	New Policy	Establish baseline numbers	<p>Establish a database of documented parent choice offerings in each public school district in the state: (5.3)</p> <ul style="list-style-type: none"> ▪ Collect data on the number and percent of parents notified of choices annually. ▪ Identify number and percent of parents taking advantage of choices offered. ▪ Identify and disseminate best practices for notifying and facilitating open public school choice in Florida. 						
03-04	04-05 Target											
New Policy	Establish baseline numbers											

Strategic Imperative 6: Align Workforce Education Programs with Skill Requirements of the New Economy

Ultimate Goal: Every workforce education program graduate has competencies required to succeed in his or her field.
(Armstrong/Marmor - Cordill/Kiser)

6.1 Expand quality workforce education programs

6.1.a. Annually increase the number of High Skill/High Wage postsecondary programs.

Sector	03-04	04-05 Target
Technical Centers	TBD	>03-04
Community Colleges	TBD	>03-04

NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.

6.1.b. Annually increase the percentage of students who enroll in and complete High Skill/High Wage programs and who are placed as a result.

Technical Centers	00-01	01-02	02-03	03-04 Target
Enrolled*	27.90	22.02	21.02	>21.02
Completed*	29.10	22.58	20.89	>20.89
Placed*	32.49	24.92	23.79	>23.79

Community Colleges	00-01	01-02	02-03	03-04 Target
Enrolled*	45.70	37.24	35.69	>35.69
Completed*	35.98	38.51	49.09	>49.09
Placed*	49.07	41.68	41.05	>41.05

*HS/HW enrollment, completion, and placement data are as a percentage of PSAV enrollments, completions, and placements.

NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.

Review program inventory, strengthen data system and confirm baseline data around enrollments, completions, and placements in high skill/high wage (HS/HW) and targeted programs. (6.1)

Develop and implement a program review process that will result in an annual increase of High Skill/High Wage programs. (6.1)

Develop and implement a program review process that will result in an annual increase of students, particularly underrepresented students enrolled in, completing, and entering employment in a HS/HW or targeted programs. (6.1)

Capture data on each student completer and feedback from employers on skill competency, consistent with the process used in 6.2. (6.1)

	<p>6.1.c. Secure annual legislative appropriation of funds to support the start-up and expansion of new high skill/high wage workforce education programs.</p> <table border="1" data-bbox="525 276 1024 414"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>No categorical appropriation exists.</td> <td>Legislative appropriation of workforce funds.</td> </tr> </table>	BASE	04-05 Target	No categorical appropriation exists.	Legislative appropriation of workforce funds.	<p>Recommend and advocate for funding to support the creation of new high/skill, high/wage programs (referred to as Jobs for Florida's Future). (6.1)</p>
BASE	04-05 Target					
No categorical appropriation exists.	Legislative appropriation of workforce funds.					
<p>6.2 Improve the quality of workforce education programs</p>	<p>6.2.a. Annually improve the satisfaction rate of businesses and industries that employ previous-year workforce program graduates as having the industry-standard competencies necessary to succeed in the job.</p> <table border="1" data-bbox="525 646 1024 784"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>No formal measurement system in place</td> <td>System developed and implemented</td> </tr> </table>	BASE	04-05 Target	No formal measurement system in place	System developed and implemented	<p>Develop and implement a system for measuring the quality of previous-year workforce program graduates as indicated on business and industry employer responses related to the competency level of graduates on industry-standard competencies. (6.2)</p>
BASE	04-05 Target					
No formal measurement system in place	System developed and implemented					
<p>Strategic Imperative 7: Align Financial Resources with Performance <i>Ultimate Goal:</i> All resources are allocated and used solely to improve student and institutional performance. (Blomberg/ARM - Champion)</p>						
<p>7.1 Implement K-20 education accountability processes</p>	<p>7.1.a. Support statutory changes to adopt, in law, the K-20 performance measures adopted by the State Board of Education.</p> <table border="1" data-bbox="537 1169 1012 1339"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>Measures approved by SBE in November 2005</td> <td>Measures adopted in law; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	Measures approved by SBE in November 2005	Measures adopted in law; implementation activities initiated	<p>Develop and advocate for legislation that enacts the SBE recommendation regarding performance accountability measures and processes. (7.1)</p>
BASE	04-05 Target					
Measures approved by SBE in November 2005	Measures adopted in law; implementation activities initiated					

7.2 Increase utilization of the K-12 Return on Investment (ROI) Reporting System	<p>7.2.a. Implement an action plan for providing technical assistance to less efficient public K-12 schools as determined by the Return on Investment index.</p> <table border="1"> <tr> <td>03-04</td> <td>04-05 Target</td> </tr> <tr> <td>Not formally established</td> <td>Plan presented to the SBE; implementation activities initiated</td> </tr> </table> <p><i>Note: The "Return on Investment" index for each Florida public school relates financial resources expended at the school-level with measures of student performance at that school – linking learning and costs.</i></p>	03-04	04-05 Target	Not formally established	Plan presented to the SBE; implementation activities initiated	<p>Expand public knowledge and awareness of ROI information for public schools. (7.2)</p> <p>Develop a comprehensive plan for increasing the use of secondary ROI processes, baselines and reporting strategies to facilitate best financial management practices statewide. (7.2)</p> <p>Review, evaluate and recommend for SBE approval a plan to implement postsecondary level ROI processes, baselines and reporting strategies. (7.2)</p>
	03-04	04-05 Target				
Not formally established	Plan presented to the SBE; implementation activities initiated					
<p>7.2.b. Develop and present to the SBE a plan for collecting and reporting postsecondary Return on Investment data, including baseline data for workforce, community colleges and state universities.</p> <table border="1"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>ROI exists only for K-12.</td> <td>Plan presented to the SBE; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	ROI exists only for K-12.	Plan presented to the SBE; implementation activities initiated		
BASE	04-05 Target					
ROI exists only for K-12.	Plan presented to the SBE; implementation activities initiated					

Strategic Imperative 8: Coordinate Efforts to Improve Higher Student Learning
Ultimate Goal: The State Board of Education and Board of Governors collaborate to provide world-class higher education opportunities.
(Austin/Armstrong - LeMon/Bilsky)

8.1 Define a community college/ workforce education action plan	<p>8.1.a. Adopt a comprehensive system that addresses articulation and access, student success, accountability and performance, resource and facility capacity, emerging policies, and workforce education, consistent with the State Board's Strategic Plan.</p> <table border="1"> <tr> <td>BASE</td> <td>04-05 Target</td> </tr> <tr> <td>Under development</td> <td>Plan adopted by SBE; implementation activities initiated</td> </tr> </table>	BASE	04-05 Target	Under development	Plan adopted by SBE; implementation activities initiated	<p>Coordinate with the Community College Council of Presidents to develop and submit a community college strategic plan for approval by the State Board of Education. (8.1)</p>
BASE	04-05 Target					
Under development	Plan adopted by SBE; implementation activities initiated					

**8.2
Improve student opportunities for higher learning**

8.2.a. Annually increase the proportion of prior year high school standard diploma-earners who continue into a Florida postsecondary education institution in the academic year following their graduation.

High School Graduation Year			
00-01	01-02	02-03	03-04 Target
75.85	74.96	74.16	>74.16

8.2.b. Annually improve the transfer rate of Associate of Arts and Associate in Science degree students into state universities in the academic year following the year of earning their degree.

Degree	Completion Year				
	00-01	01-02	02-03	03-04	04-05 Target
AA	62	71	67	57	>57
AS	20	16	16	15	>15

NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.

8.2.c. Annually increase the number of community college/university concurrent-use partnerships to offer bachelor degrees.

01-02	02-03	03-04	04-05 Target
317	376	400	>400

NOTE: All future targets will be identified in the new system strategic plan adopted per objective 8.1.

Build strong local articulation agreements that facilitate high school student progression into postsecondary education without the need for remediation. (8.2)

Develop postsecondary feedback profiles for all high schools that provide timely information on the strengths and weaknesses of recent graduates. (8.2)

Strengthen public awareness of Florida's 2+2 system and statewide articulation agreements. (8.2)

Summarize and publicly report the status of partnership efforts showing relationships of public and private efforts. (8.2)

<p>8.3 Ensure linkage of activities supporting K-20 education</p>	<p>8.3.a. Ensure State Board of Education and Board of Governors collaboration in linking priority issues of student achievement, access, articulation, workforce and economic development, and quality efficient services in strategic planning efforts, activities and priorities.</p> <table border="1" data-bbox="506 342 1041 480"> <tr> <td data-bbox="506 342 688 375">BASE</td> <td data-bbox="688 342 1041 375">04-05 Target</td> </tr> <tr> <td data-bbox="506 375 688 480">Under development</td> <td data-bbox="688 375 1041 480">SBE and BOG strategic plans contain provisions linked to state priorities</td> </tr> </table>	BASE	04-05 Target	Under development	SBE and BOG strategic plans contain provisions linked to state priorities	<p>The State Board of Education and the Board of Governors develop and adopt strategic plans that identify linkages in areas related to Florida’s statutory education goals of: (8.3)</p> <ol style="list-style-type: none"> 1. Highest student achievement 2. Seamless articulation and maximum access. 3. Workforce and economic development. 4. Quality efficient services.
BASE	04-05 Target					
Under development	SBE and BOG strategic plans contain provisions linked to state priorities					