



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

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Overview of Presentation

General Historical Information

- How we got to where we are...
- K-20 mission and goals

The SBE Strategic Plan

- What is a "Strategic Imperative"?
- The life of the 2004-05 SBE Strategic Plan
- 2004-05 improvements

Imperative Objectives and "Champions"

Focus on Priorities

- SBE imperatives connect to state goals
- Primary 2004-05 objectives

Next Steps in the Strategic Planning Process

How we got to where we are...

- 1998** Constitutional amendment passed to restructure Florida's Cabinet/education system, effective 2003
- 2000** Education Governance Reorganization Act passed
- 2001** Education Reorganization Implementation Act passed
New State Board of Education and Commissioner of Education appointed
New local state university boards of trustees appointed
- 2002** Entire school code rewritten to further describe K-20 (Chapters 1000-1013, F.S.)
Constitutional amendment passed to:
- Establish Board of Governor's for the state university system
 - Establish Class Size requirements for public schools
- 2003** New SBE Strategic Plan developed and adopted
- 2004** End of first year of SBE Strategic Plan
NCLB public school choice options required
New Imperative 5 on Education Options adopted
- 2005** New Commissioner, new challenges, and changes to the Strategic Plan

K-20 Mission and Goals

Section 1008.31, Florida Statutes, establishes the mission and goals of Florida's K-20 education system:

Mission:

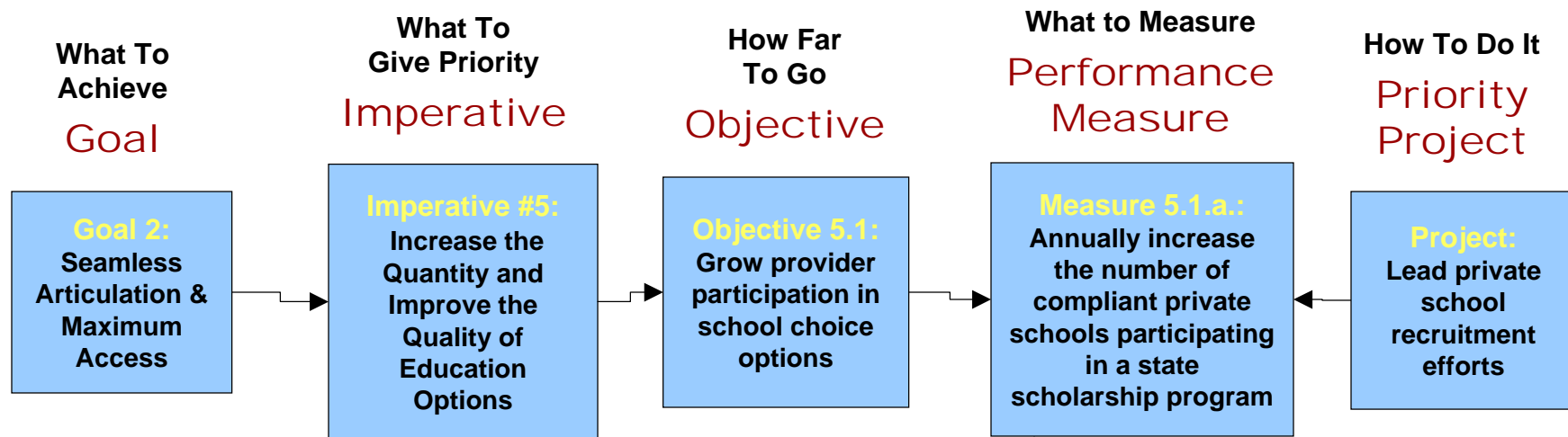
"Increase the proficiency of all students within one seamless, efficient system, by allowing them the opportunity to expand their knowledge and skills through learning opportunities and research valued by students, parents, and communities."

Goals:

1. Highest Student Achievement
2. Seamless Articulation and Maximum Access
3. Skilled Workforce and Economic Development
4. Quality Efficient Services

What is a "Strategic Imperative"?

Strategic Planning Process (Example)



There are 8 imperatives, and each has:

- Champion(s)
- Objectives
- Priority Projects
- Performance Measures
- Trend and Baseline data

Trend and Baseline Data

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

The Life of the 2004-05 Strategic Plan

- ✓ **May 2004:** Strategic Plan revised to:
 - Collapse old Imperatives #2 and #5 into new Imperative #2
"Set, align and apply educational standards at all levels."
 - Add new Imperative #5
"Increase the Quantity and Improve the Quality of Education options."
- ✓ **End of August 2004:** Commissioner Winn appointed
- ✓ **October 2004:** Status report presented to State Board
- ✓ **November 2004:** Commissioner/board directive to attach data trends, baselines and targets for each re-focused priority
- ✓ **January 2005:** Report revised plan to State Board

2004-05 Plan Improvements

December 2004 plan compared to January 2005 plan

- Maintained original focus of Strategic Imperatives (except clarified purpose of Imperative #8)
- Focused objectives and performance measures around quantifiable outcomes
- Provided trend, baseline and measurable target data
- Maximized the use of K-20 performance measures adopted by the State Board in November 2004
- Tied priority projects to Commissioner and DOE performance

Imperative 1 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>1 Increase the Supply of Highly Effective Teachers</p> <p><i>Champion: J. Warford</i></p>	1.1 Acquire, retain and develop qualified, effective teachers	Every public school classroom is led by a highly effective teacher.
	1.2 Increase the number of high-performing teachers	
	1.3 Ensure teacher performance pay systems	
	1.4 Identify and implement teacher retention best practices	

Imperative 2 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>2 Set, Align & Apply Academic Curricular and Testing Standards</p> <p><i>Champions:</i> <i>S. Goff</i> <i>J. Warford</i> <i>D. Armstrong</i> <i>D. Austin</i></p>	2.1 Eliminate K-12 Social Promotion	<p>Every student progresses and advances to the next educational level based on proficiency.</p>
	2.2 Establish middle school standards	
	2.3 Ensure rigorous K-12 curricular standards	
	2.4 Improve state level proficiency requirements	
	2.5 Set and align Voluntary Pre-K (VPK) standards	

Imperative 3 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>3 Improve Student Rates of Learning</p> <p><i>Champions:</i> J. Warford M. L. Openshaw D. Armstrong B. Marmor</p>	3.1 Improve student learning gains	Every student is proficient on grade level in reading, writing and mathematics.
	3.2 Improve graduation rates	
	3.3 Ensure college readiness of high school graduates	

Imperative 4 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>4 Improve the Quality of Instructional Leadership</p> <p><i>Champions:</i> <i>D. Armstrong</i> <i>J. Warford</i></p>	4.1 Enhance K-12 instructional leadership	Every educational institution is led by a quality instructional leader.
	4.2 Enhance community college and workforce instructional leadership	

Imperative 5 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>5 Increase the Quantity and Improve the Quality of Education Options</p> <p><i>Champion: P. Mainwood</i></p>	5.1 Grow provider participation in school choice options	Every student and parent has reasonable access to a choice of quality public or private education.
	5.2 Measure the quality of private school options	
	5.3 Ensure all parents are provided reasonable choices within public schools	

Imperative 6 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>6 Align Workforce Education Programs with Skill Requirements of the New Economy</p> <p><i>Champions: D. Armstrong B. Marmor</i></p>	6.1 Expand quality workforce education programs	Every workforce education program graduate has competencies required to succeed in his or her field.
	6.2 Improve the quality of workforce education programs	

Imperative 7 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>7 Align Financial Resources with Performance</p> <p><i>Champions: J. Blomberg (ARM)</i></p>	7.1 Implement K-20 education accountability processes	All resources are allocated and used solely to improve student and institutional performance.
	7.2 Increase utilization of the K-12 Return on Investment (ROI) Reporting System	

Imperative 8 Objectives and Champions

Imperative and Champion(s)	Management Objective	Ultimate Goal
<p>8 Coordinate Efforts to Improve Higher Student Learning</p> <p><i>Champions: D. Austin D. Armstrong</i></p>	8.1 Define a community college/ workforce education action plan	<p>The State Board of Education and Board of Governors collaborate to provide world-class higher education opportunities.</p>
	8.2 Improve student opportunities for higher learning	
	8.2 Ensure linkage of activities supporting K-20 education	

SBE Imperatives Connect to State Goals

The objectives and measures of each Imperative relate to two or more of Florida's state education goals.

State Education Goal	SI 1: Teachers	SI 2: Standards	SI 3: Learning	SI 4: Leadership	SI 5: Choice	SI 6: Workforce	SI 7: ROI	SI 8: Higher Ed
Goal 1: Highest Student Achievement	✓	✓	✓	✓	✓		✓	✓
Goal 2: Seamless Articulation & Maximum Access	✓	✓	✓		✓			✓
Goal 3: Workforce & Economic Development	✓			✓		✓		
Goal 4: Quality Efficient Services					✓	✓	✓	

Primary 2004-05 Objectives

- **Develop and Advocate Legislative Action:**
 - Adopt plan for eliminating social promotion at all levels
 - Set middle school standards
 - Adopt leadership criteria (DELTA)
 - Establish norm-referenced testing for Corporate Tax Credit Scholarship students
 - Adopt K20 performance accountability system

- **Develop and Adopt SBE Rule or Policy:**
 - Sunshine State Standards revisions
 - VPK standards

- **Develop and Adopt/Implement Sector Strategic Plans**

Next Steps in the Strategic Planning Process

- ✓ **Link success to performance:**
 - Commissioner's/Senior Managers' performance evaluations
 - Professional development plan for all other DOE employees

- ✓ **Establish regular reporting mechanism:**
 - Identify primary Champions and project leaders
 - Create electronic "dashboards" for monitoring and regular status reports

- ✓ **Integrate SBE Strategic Plan into DOE activities:**
 - Communication plan: including website, posters, personnel performance work plans
 - Implement and track Commissioner's evaluation

- ✓ **Develop the 2005-06 Strategic Plan for SBE approval**