

January 19, 2007

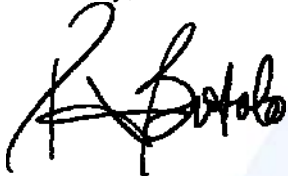
John L. Winn, Commissioner
Florida Department of Education
Office of the Commissioner
Turlington Building, Suite 1514
325 West Gaines Street
Tallahassee, Florida 32399

Dear Commissioner Winn:

The Florida Virtual School Board of Trustees formally approved the Florida Virtual School STAR Plan and Instructional Performance Appraisal System for the 2006-2007 school year on January 12, 2007. The board also approved future non-substantive edits at that time.

We respectfully submit Florida Virtual School's STAR Plan and Instructional Performance Appraisal System for State Board approval.

Sincerely,



Pam Birtolo, Chief Learning Officer
Florida Virtual School
445 West Amelia Street, Suite 301
Orlando, FL 32801

STAR Program 2006 - 2007

Florida Virtual School
445 West Amelia Street
Suite 301
Orlando, Florida 32801
407-317-3326 x2536
Contact: Pam Birtolo, Chief Learning Officer

**Prepared by:
Florida Virtual School (FLVS) Bonus Committee, September, 2006**

Angela Kohtala, April Schmidt, Carole Mitchell, Chris Fiedler, Cindy Lohan, David Bass, David Fellows, Dawn Towle, Debbie Adams, Derick Wyss, Erica Johnson, Henry Couch, Jan Thompson, Jayne Gierke, Jeffery Murphy, Jodi Marshall, Julie Young, Laureen Vassallo, Linda Peters, Margot George, Matthew Vassallo, Michele Johnston, Nancy Mallison, Nathan Putney, Pam Birtolo, Pam Warren, Rachael Sharpe, Robin Finora, Ronda Vazquez, Ryan Rogers, Sandra Lester, Sherry McAuliffe, Steve George, Steve Reeves, Sue Shelton, Susan King, Suzanne Johnston, Veronica Rashad, Virginia Johnston

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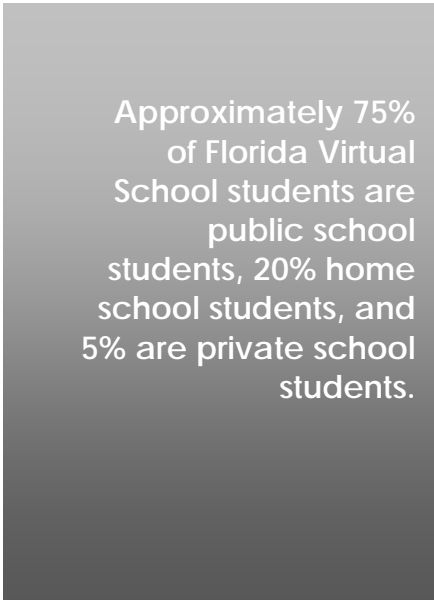
Background: Florida Virtual School

Florida Virtual School is an established leader in developing and providing virtual K-12 solutions to students throughout Florida and the country. Now a nationally recognized e-Learning model, FLVS began as a pilot project in 1997. Since 2001, FLVS has functioned as an independent public school and school district governed by a board of trustees appointed by the Governor of Florida.

Today, Florida Virtual School has a faculty of more than 450 and offers more than 80 courses for Florida students in grades 6-12. Courses are free to public, private, charter, and home educated students. FLVS is accredited by the Southern Association of Colleges and Schools, Commission on International and Trans-Regional Accreditation, and courses are NCAA approved.

District-wide, approximately 75% of FLVS students are public school students, 20% are home school students, and 5% are private school students. Students typically take an average of two courses with FLVS annually. All of Florida Virtual School's courses are delivered online. Teachers communicate with students and parents on a regular basis via phone, email, online chats, instant messaging, discussion forums, and web seminars.

FLVS philosophies regarding the STAR, Special Teachers Are Rewarded, Plan stem from best practices research which indicates that in order to successfully motivate employees to better performance, incentive-based pay structures must be objective, measurable, easily understood, and consistent with overall organization and management objectives. In addition, FLVS believes that it will gauge successful employee performance on improved student achievement by rewarding collective positions related to student success. These positions at Florida Virtual School include teachers, full-time substitute teachers, school counselors, reading coaches, and school-based administrators.



Approximately 75% of Florida Virtual School students are public school students, 20% home school students, and 5% are private school students.

Section I: Instructional Personnel

The Instructional Personnel Plan provides awards for middle and high school teachers, FLVS counseling staff, Reading Coach, and Full-time substitutes. Florida Virtual School will use the following as its adaptation of the STAR Instructional Personnel Evaluation as defined by the Florida Department of Education's 2006-07 Special Teachers Are Rewarded (STAR) Appropriation. Florida Virtual School's comprehensive STAR plan will:

- ✚ Ensure all FLVS instructional personnel as defined in s.1012.01(1)(a)-(d), F.S., are automatically eligible to receive rewards for improved student achievement without having to apply.
- ✚ Award the STAR bonus to the top 25% of its middle school teachers, the top 25% of its high school teachers and the top 25% of its counselors.
- ✚ Measure counselors and reading coach together.
- ✚ Utilize funds received under this program for rewards of at least 5% of the base pay of the best performing 25% of instructional personnel.
- ✚ Provide a clear evaluation instrument reflecting improved student achievement.

The evaluation tool will include the following criteria and conditions:
Outstanding, Excellent, Satisfactory, or Needs Improvement.

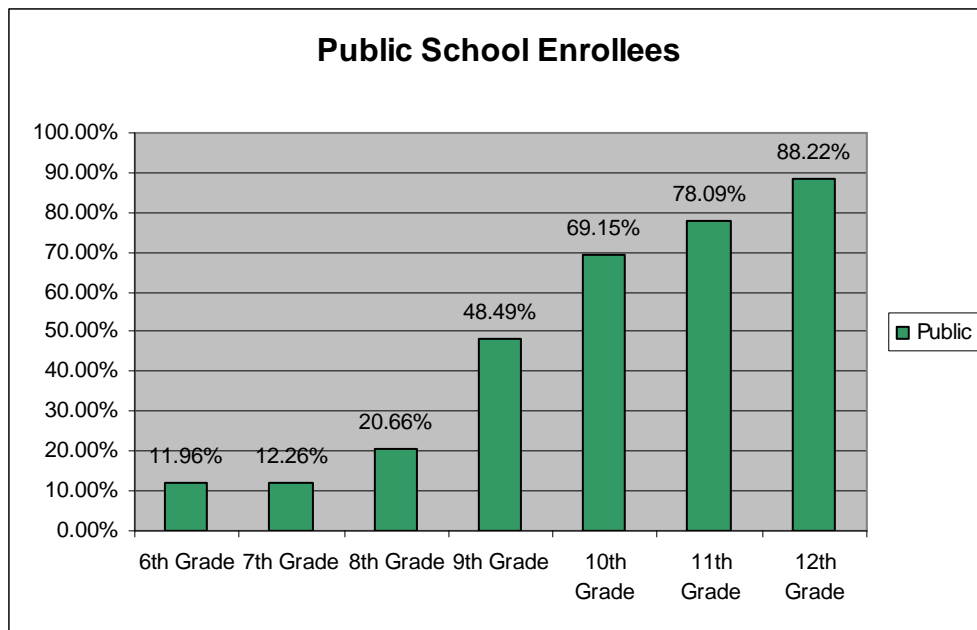
Instructional Personnel will not receive any Needs Improvement and no more than one Satisfactory rating on the areas evaluated in order to receive an award.

All Florida Virtual School full time instructional personnel, in every academic discipline, will be assessed using instruments that measure the Sunshine State Standards for said specified academic area reflecting challenging grade level content and critical thinking skills. All Florida Virtual School instructional personnel, in every academic discipline, will use standardized district end of course tests as an assessment tool.

Assessing Student Achievement

FLVS is a choice school and does not administer nor collect FCAT scores.

FLVS distribution of public school students varies between grade levels; therefore using FCAT as a pre-test measurement is neither reliable nor valid. The chart below shows the breakdown of FLVS public school students.



Measuring Improved Student Achievement

FLVS district-wide end of course assessments will complete the measuring tool for student achievement. FLVS will normalize all exam grades by calculating the average score for a test, and then skewing the point scale to the lowest test average across all tests. In this way, all test scores will be normalized to the same scale. Average gains across teachers will then be calculated by comparing the normalized midterm to the normalized final exam scores.

Evaluation Instrument [additional data points]

In addition to the measurement of pre and post-testing as outlined above, FLVS will use the following data points in the evaluation instrument:

1. Completion Rates – FLVS maintains data on each teacher’s course completion rates.
2. Phone Logs – Teachers are required to speak to each parent, along with each student a minimum of once per month as our research shows us that communication plays a large part in student success. Aggregated phone log data will be used in the evaluation.
3. Customer Satisfaction Surveys – An external evaluator surveys all students and parents annually. The quantifiable individual teacher results of certain survey questions will be used in the evaluation.

FLVS STAR PLAN TEACHER EVALUATION: 100 POINT SCALE		<i>EVALUATION INSTRUMENT</i>	<i>TOTAL POINTS POSSIBLE</i>	<i>SCORING CATEGORIES</i>		<i>SCORE</i>
1. Performance of students (increased learning gains)	Average Gain Calculation of district-wide mid and final assessments	50	Top 25%	50		
			Top 30%	30		
			Top 35%	25		
			Top 40%	20		
			Top 50%	10		
2. Ability to maintain appropriate discipline Highly effective teachers are responsible for actively and effectively managing and monitoring student learning.	Phone log query	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
3. Knowledge of subject matter Highly effective teachers know the subjects they teach and how to teach those subjects to students.	Samples of appropriate and course related feedback from at least three of the following: exam, discussion area, worksheet, oral assessments and any supplemental material used to enhance student learning.	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
4. Ability to plan and deliver instruction, and use of technology in the classroom Highly effective teachers think systematically about their practice and learn from experience.	Demonstrates ability to deliver individual differentiated instruction	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
5. Ability to evaluate instructional Needs Highly effective teachers demonstrate their ability to provide appropriate strategies to enhance student performance	Completion Rates	10	Outstanding 90%-100%	10		
			Excellent 85%-89%	6		
			Satisfactory 80%-84%	2		
			84%< Needs Improvement	0		
6. Ability to establish and maintain a positive relationship with students and families Highly effective teachers have the ability to establish and maintain a positive relationship and are committed to students and their learning.	Q15 Customer Service Satisfaction Survey	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
Total Points Earned						

FLVS STAR PLAN COUNSELOR EVALUATION: 100 POINT SCALE		<i>EVALUATION INSTRUMENT</i>	<i>TOTAL POINTS POSSIBLE</i>	<i>SCORING CATEGORIES</i>	<i>SCORE</i>
1. Performance of students (increased learning gains)	Average Gain Calculation of district-wide mid and final assessments	50	Top 25%	50	
			Top 30%	30	
			Top 35%	25	
			Top 40%	20	
			Top 50%	10	
2. Ability to maintain appropriate placement and progression Highly effective counselors are responsible for actively and effectively managing and monitoring student progression.	Yields	10	Outstanding 90-95%	10	
			Excellent 85%-89%	6	
			Satisfactory 80%-84%	2	
			84%< Needs Improvement	0	
3. Knowledge of subject matter Highly effective Guidance Counselors know the students, parents, teachers, and other school counselors they manage and how to manage those people.	Customer Satisfaction Survey Results	10	Outstanding 90%-100%	10	
			Excellent 85%-89%	6	
			Satisfactory 80%-84%	2	
			Needs Improvement 84%<	0	
4. Ability to plan and deliver counseling, and use of technology Highly effective counselors think systematically about their practice and learn from experience.	Demonstrates ability to deliver individual differentiated counseling.	10	Outstanding 90% – 100%	10	
			Excellent 85%-89%	6	
			Satisfactory 80% - 84%	2	
			84%< Needs Improvement	0	
5. Ability to evaluate instructional needs. Highly effective counselors demonstrate their ability to provide appropriate strategies to enhance student performance.	Completion Rates	10	Outstanding 90%-100%	10	
			Excellent 85%-89%	6	
			Satisfactory 80%-84%	2	
			84%< Needs Improvement	0	
6. Ability to establish and maintain a positive relationship with students and families Highly effective counselors have the ability to establish and maintain a positive relationship and are committed to students and their learning.	Customer Service Satisfaction Survey	10	95% - 100% Outstanding	10	
			90%-94% Excellent	6	
			85% - 89% Satisfactory	2	
			85%< Needs Improvement	0	
Total Points Earned					

FLVS STAR PLAN READING COACH EVALUATION: 100 POINT SCALE		<i>EVALUATION INSTRUMENT</i>	<i>TOTAL POINTS POSSIBLE</i>	<i>SCORING CATEGORIES</i>		<i>SCORE</i>
1. Performance of students (increased learning gains)	Average Gain Calculation of district-wide mid and final assessments	50	Top 25%	50		
			Top 30%	30		
			Top 35%	25		
			Top 40%	20		
			Top 50%	10		
2. Ability to maintain appropriate discipline Highly effective Reading Coaches provide ongoing professional development with appropriate follow up for five components of literacy instruction for all content areas and grade levels.	Professional log	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
3. Knowledge of subject matter Highly effective reading coaches know the subjects they teach and how to teach those subjects to teachers.	Samples of reading strategies employed in courses from at least three of the following: exam, discussion area, worksheet, oral assessments and any supplemental material used to enhance student learning.	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
4. Ability to plan and deliver instruction, and use of technology in the classroom Highly effective reading coaches think systematically about their practice and learn from experience.	Demonstrates ability to deliver individual differentiated instruction	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
5. Ability to evaluate instructional Needs Highly effective Reading Coaches demonstrate their ability to provide appropriate strategies to enhance student performance	Course Visit and Strategy logs	10	Outstanding 85%-100%	10		
			Excellent 75%-85%	6		
			Satisfactory 60%-75%	2		
			60%< Needs Improvement	0		
6. Ability to establish and maintain a positive relationship with students and stakeholders Highly effective Reading Coaches have the ability to establish and maintain relationships with teachers, instructional leaders, and administrators.	Customer Service Satisfaction Survey	10	Outstanding 95% - 100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
Total Points Earned						

Section II: Administrative Personnel

The administrative personnel plan for Florida Virtual School proposes the following as its adaptation of the STAR Administrative Personnel Evaluation as defined by the Florida Department of Education's 2006-07 Special Teachers Are Rewarded (STAR) Appropriation. Florida Virtual School's comprehensive STAR plan rewards for administrative personnel will:

- ✚ Include a methodology for performance pay rewards for school-based leaders who supervise or directly assist in highest student performance.
- ✚ Ensure that any administrator or persons directly assisting in improving student performance are automatically eligible to receive rewards for improved student achievement without having to apply.
- ✚ Utilize funds received under this program for rewards of at least 5% of the base pay of the best performing 25% of administrative personnel.

Provide a clear evaluation instrument reflecting improved student achievement via the administrator's schoolhouse.

The evaluation tool will include the following criteria and conditions:
Outstanding, Excellent, Satisfactory, or Needs Improvement.

Administrative Personnel will not receive any Needs Improvement and no more than one Satisfactory rating on the areas evaluated in order to receive an award.

All Florida Virtual School Administrators will be evaluated based on the performance of the said administrator's assigned School House performance. Instructional School House assignments are a configuration of teachers in various disciplines, guidance counselors, curriculum managers, and school based administrators. The primary function of the School House is to insure highest student achievement using various academic methods and shared best practices.

FLVS STAR PLAN ADMINISTRATION EVALUATION: 100 POINT SCALE		<i>EVALUATION INSTRUMENT</i>	<i>TOTAL POINTS POSSIBLE</i>	<i>SCORING CATEGORIES</i>		<i>SCORE</i>
1. Performance of students (increased learning gains)	Average Gain Calculation of district-wide mid and final assessments	50	Top 25%	50		
			Top 30%	30		
			Top 35%	25		
			Top 40%	20		
			Top 50%	10		
2. Ability to maintain appropriate discipline Highly effective administrators are responsible for actively and effectively managing and monitoring teaching.	Teacher phone log	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
3. Knowledge of subject matter Highly effective Administrators know the students, parents, teachers, and other stakeholders they manage and how to manage those people.	Customer Satisfaction Survey Results	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
4. Ability to plan and deliver coaching, and use of technology Highly effective Administrators think systematically about their practice and learn from experience.	Demonstrates ability to deliver individual differentiated coaching.	10	Outstanding 95%-100%	10		
			Excellent 90%-94%	6		
			Satisfactory 85%-89%	2		
			85%< Needs Improvement	0		
5. Ability to evaluate instructional needs. Highly effective Administrators demonstrate their ability to provide appropriate strategies to enhance teacher performance.	Completion Rates	10	Outstanding 90%-100%	10		
			Excellent 85%-89%	6		
			Satisfactory 80%-84%	2		
			84%< Needs Improvement	0		
6. Ability to establish and maintain a positive relationship with teachers, students and families Highly effective administrators have the ability to establish and maintain a positive relationship and are committed to students and their learning.	Customer Service Satisfaction Survey	10	90%-95% Outstanding	10		
			85%-89% Excellent	6		
			80%-84% Satisfactory	2		
			84%<Needs Improvement	0		
Total Points Earned						