

State Board of Education

August 19, 2003

Commissioner's Report

Overview

I am pleased to provide an update today of three initiatives currently underway in the Department of Education. These initiatives represent the emphasis we are placing on accountability and tangible results at all levels.

1. **Educator Certification** – The quick and high impact achieved in this project demonstrated to our people that they are capable of achieving excellence for their customers, partners, and themselves.
2. **Choice Office** – The reorganization and accountability system established recently in this area has become our benchmark and a best practice we are implementing throughout the Department, and with our partners.
3. **Strategic Planning** – Strengthening this process will provide better focus to our diverse organization and ensure each Cabinet member, Champion, and employee has the tools necessary to succeed.

I will now provide a more detailed overview of each of these initiatives which represent different facets of Operation Excellence.

1. Educator Certification Process

In February, we analyzed the Educator Certification Process to assess the current situation with district satisfaction, timeliness, capacity and efficiency. This study resulted in an action plan which yielded immediate results and longer-term gains expected to be realized by year's end.

Short Term Achievements

1. The percentage of complete applications decisioned by the Bureau of Educator Certification (BEC) within the required 90 days was improved from 45% to 100% by June, three months ahead of schedule.
2. The backlog of 6764 delinquent teacher applications was eliminated by June 2, five months ahead of schedule.
3. Applicants and districts are now able to determine the status of an application via the FDOE website. This has reduced calls to the Communications Center and improved customer satisfaction.
4. The FDOE website was enhanced to include a "Frequently Asked Questions" section, further reducing call volume to the Communications Center.
5. Several other technology-based enhancements have been implemented enabling employees to more quickly review and decision files, thus improving timeliness and capacity.
6. Application processing capacity has been increased by over 30% through process improvements, technology enhancements, and staffing changes. By year's end, capacity will have been increased by 70%.

The BEC team rose to the challenge and successfully achieved some very aggressive goals in a very short timeframe. These short term improvements will enable us to more efficiently provide quality service to an increasing number of applicants for the foreseeable future.

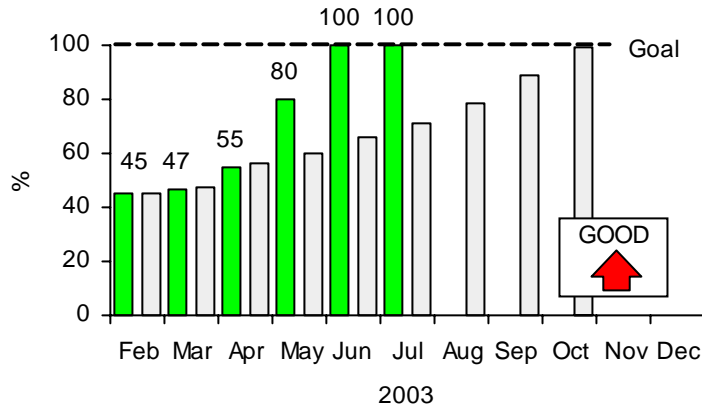
Longer-term improvements will be implemented throughout the fall to further enhance service quality, capacity, and efficiency. We will be administering a follow-up district survey later this month to quantify the impact our improvements are having on customer satisfaction.

The attached charts show the gains we have achieved in key results areas.

1. Educator Certification Process

Achievements Bureau of Educator Certification

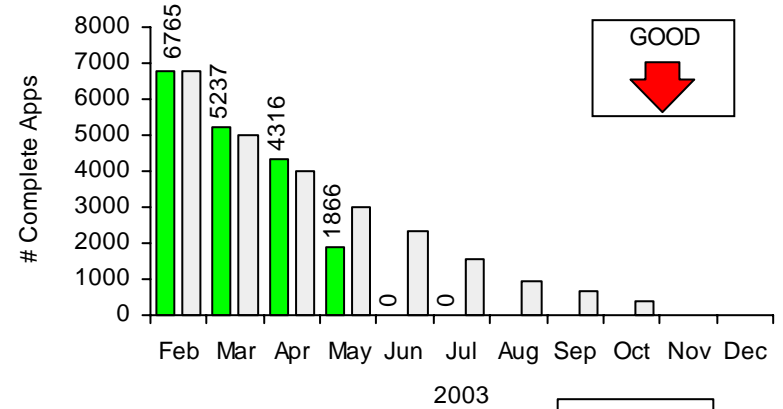
% Applicants Notified Within 90 Days Of BEC Decision



Goal = 100% by October 15
Goal was achieved in June.

Actual
Scheduled

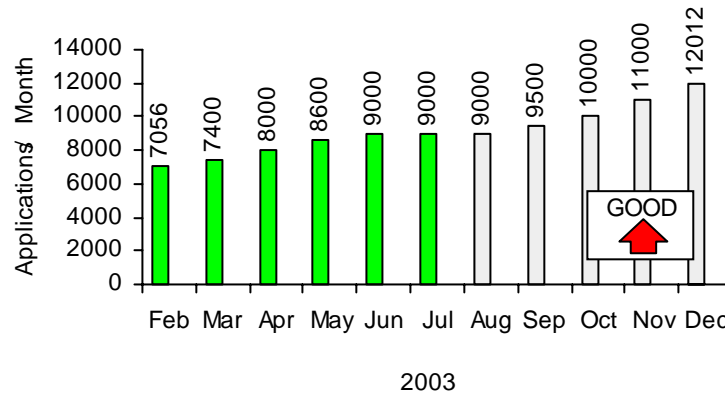
Delinquent Backlog - Complete Applications Not Decided Within 90 Days



Goal = No backlog by November 1
Goal was achieved on June 2.

Actual
Scheduled

Capacity



Actual
Projected

2. Update Choice Office and Accountability for Scholarship Programs

In May, we launched a thorough review of the Choice Office. The project included both Charter Schools and Scholarship program areas. Following are the steps we have taken to improve effectiveness and accountability.

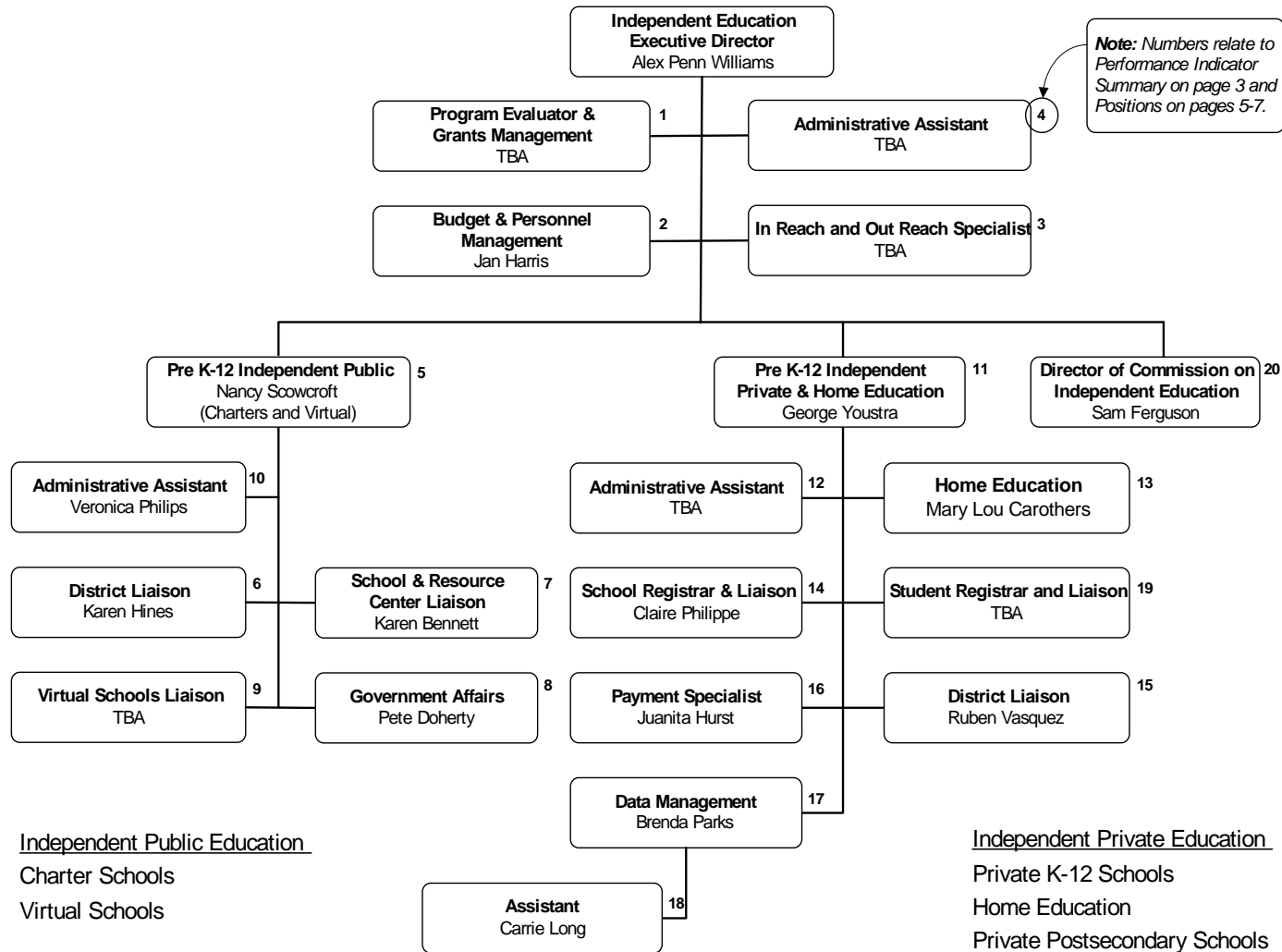
1. Reorganized the Office by customer segment
 - Charter Schools / Virtual
 - Scholarship Programs
 - Corporate Tax
 - McKay
 - Opportunity
2. Documented and analyzed all processes to identify improvement opportunities. Many improvements have already been implemented.
3. Developed a top-down measurement system to establish accountability for results for each employee.
4. Improved the alignment of the Resource Centers to the mission and goals of the Choice Office. We are continuing to work with these partners to improve service and efficiency.
5. Improved performance of the Call Center to provide more timely, accurate and useful information to parents and schools.
6. Conducted a Charter School satisfaction survey to prioritize improvements. Many of these have already been addressed.
7. Developed an improved reporting system to enable web-site viewers to obtain accurate Opportunity Scholarship student enrollment statistics. These statistics are updated every two (2) minutes, thereby providing current and accurate information.
8. Developed and implemented a management reporting system enabling employees to track and improve performance on a daily basis.

The attached charts provide an overview of the accountability system implemented in the Choice Office. It is our plan to implement this approach throughout the FDOE by year's end.

2. Update Choice Office and Accountability for Scholarship Programs

The Office of Independent Education and Parental Choice

Organized to support the growth and performance excellence of independent public and non public K through 20 educational options for Florida's families.



2. Update Choice Office and Accountability for Scholarship Programs

The Office of Independent Education and Parental Choice

Performance Indicator Summary

	Position	Program	Position Performance Indicators
Exec	1. Program Evaluator	All	Q _{24.1} , Q _{24.2} , Q _{24.3} , Q _{24.4} , Q _{24.5} , Q _{24.6} , Q ₄₄ , Q ₄₅ , Q ₄₆ , Q ₃₄ , Q ₅₀ , Q ₂₆ , M ₉
	2. Budget & Personnel Management	All	Q ₃₀ , Q ₃₁
	3. In Reach & Out Reach Specialist	All	M ₈ , M ₁₀
	4. Executive Administrative Assistant	All	M ₈
Charter	5. Pre K-12 Independent Public Program Director	Charter & Virtual	Q ₃₂ , Q ₃₃ , Q ₃₄ , Q ₅₀ , Q _{24.1} - Q _{24.6} (for charter schools), Q _{24.1} - Q _{24.6} (for school districts), Q ₂₆ M _{1D} , M _{4D} , M _{3Db} , M _{3Da} , Q ₃₀ , Q ₃₁ , M _{8D} , M _{10D} , M _{4ABC}
	6. District Liaison	Charter	P ₈ , P ₉ , Q ₄₃ , Q ₅₀ , Q ₃₃ , Q ₄₇ , Q ₄₈ , Q ₄₉ , Q ₂₇ , Q ₂₅ , Q ₃₇ , Q ₃₈ , Q ₃₉ , Q ₄₀ , Q ₄₁ , Q ₃₂ , Q ₄₂ , Q ₄₄ , Q ₄₅ , Q ₄₆
	7. School Liaison	Charter	P ₈ , P ₉ , Q ₄₃ , Q ₅₀ , Q ₃₃ , Q ₄₇ , Q ₄₈ , Q ₄₉ , Q ₂₇ , Q ₂₅ , Q ₃₇ , Q ₃₈ , Q ₃₉ , Q ₄₀ , Q ₄₁ , Q ₃₂ , Q ₄₂ , Q ₄₄ , Q ₄₅ , Q ₄₆
	8. Government Affairs	All	Q ₂₇ , M ₈ , M ₁₀
	9. Virtual Schools Liaison	Virtual	TBD
	10. Pre K-12 Independent Public Administrative Assistant	Charter & Virtual	P ₄ , Q ₂₃ , Q ₂₅ , M ₈
Scholarship	11. Pre K-12 Independent Private & Home Education Program Director	Scholarship & Home	M ₆ , Q ₅ , Q ₃₅ , Q ₃₆ , M ₂ , M ₄ , M ₁ , M _{3b} , M _{3a} , Q ₃₀ , Q ₃₁ , M _{8ABC} , M _{10ABC} , M _{4D}
	12. Pre K-12 Independent Private & Home Admin Assistant	Scholarship & Home	P ₄ , Q ₂₃ , Q ₂₅ , M ₈
	13. Home Education Specialist	Home Education	Q ₇ , Q ₈ , Q ₉
	14. School Liaison	Scholarship	Q ₁₄ , P ₁₀ , Q ₁₈ , Q ₁₉ , Q ₂₀ , Q ₂₁ , Q ₂₂
	15. District Liaison	Scholarship	P ₆ , Q ₁₄
	16. Payment Specialist	Scholarship	P ₇ , Q ₁₅ , Q ₁₇ , M ₇
	17. Data Management	Scholarship	P ₃ , P ₅
	18. Data Management Assistant	Scholarship	P ₃ , P ₅
	19. Student Liaison	Scholarship	Q ₁ , Q ₂ , Q ₃ , Q ₇ , Q ₈ , Q ₉ , Q ₁₀ , Q ₁₁ , Q ₁₂ , Q ₁₃ , Q ₁₄
IE	20. Director of Commission on Independent Education	Private Post Sec.	TBD

2. Update Choice Office and Accountability for Scholarship Programs

Scholarship Program Director

Accountabilities and Performance Indicators for Scholarship Program Director

Pre-K-12 Independent Private and Home Education Accountabilities	Performance Indicators		
1. Ensure private schools:			
a. Are established and accessible in needed areas.	M₆	-	% of parents satisfied with the accessibility of school choices.
	Q₅	-	% of private schools in targeted counties that enrolled in scholarship program.
b. Are available for enrollment when parents requested.	Q₃₅	-	# of students waitlisted for private school enrollment.
c. Provide quality education.	M₁₂	-	% of scholarship students choosing private schools that passed FCAT.
	M_{2ABC}	-	% of parents satisfied with school choice provider.
2. Ensure satisfaction with scholarship school program services for stakeholders:			
a. Parents.	M_{3b}	-	# of justified complaints (with scholarship program).
	M₁	-	% of parents satisfied with school choice scholarship program.
b. Private schools (providers).	M_{3b}	-	Private schools satisfied with school choice scholarship program.
c. School districts (providers).	M_{3a}	-	Schools districts satisfied with school choice scholarship program.
3. Ensure sufficient department staff are trained & motivated.	Q₃₀	-	% department staff satisfied overall.
	Q₃₁	-	% of department staff satisfied with training.
4. Manage external affairs to ensure:			
a. Inquiries are responded to quickly.	M₈	-	% of requested responses provided on time.
b. State government leaders are kept informed on key issues.	M₁₀	-	% of customers satisfied with office communications.
c. Department of Education policies and responses to issues are clear, consistent with law and disseminated to appropriate parties.	M₄	-	% of justified complaints.

2. Update Choice Office and Accountability for Scholarship Programs

Office of Independent Education and Parental Choice Performance Indicators

Legend:	
Q =	End-of-Process Indicators
P =	In-Process Indicators
M =	Key Measures

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Positions	Exec				Charter					Scholarship									IE		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Position Performance Indicators	Program Evaluator	Budget & Personnel Mgmt	In Reach & Out Reach Specialist	Executive Admin Assistant	Pre K-12 Independent Public Prog Dir (Charter & Virtual)	District Liaison (Charter)	School Liaison (Charter)	Government Affairs	Virtual Schools Liaison	Pre K-12 Independent Public Admin Assistant	Pre K-12 Independent Private & Home Program Director (Scholarship & Home)	Pre K-12 Independent Private & Home Admin Asst (Scholarship & Home)	Home Education Specialist (Home Education)	School Liaison (Scholarship)	District Liaison (Scholarship)	Payment Specialist (Scholarship)	Data Management (Scholarship)	Data Management Assistant (Scholarship)	Student Liaison (Scholarship)	Director of Commission on Independent Education (Private Post Sec.)	
Q1 % of parents that agree scholar-ship notification was timely.																				X	
Q2 % of parents that agree the notification letter was helpful.																				X	
Q3 % of parents that agree the notification letter explained clearly what next to do.																				X	
Q4 # of parent complaints about school availability.																					
Q5 % of private schools in targeted counties that enrolled in scholarship program.											X										
Q6 % of parents that agree the appropriate private schools are available.																					
Q7 % of parents that agree the outreach info was timely.													X							X	
Q8 % of parents that agree the outreach info was easy to understand.													X							X	
Q9 % of parents that agree the outreach info was helpful.													X							X	

(TBD)

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Q10	% of identified parents that received notification letters.																			X	
Q11	% of parents that agree the website was available when needed.																			X	
Q12	% of parents that agree filing an intent was quick and easy to complete.																			X	
Q13	% of parents satisfied with enrollment process.																			X	
Q14	% of students enrolled late (< 30 days after intent).													X	X					X	
Q15	% of providers that agree the payment process meets their needs.															X					
Q16	# of payment related complaints.																				
Q17	% of parents satisfied with process to sign over scholarship payment.															X					
Q18	% of parents that agree the phone rep was courteous.													X							
Q19	% of parents that agree the phone rep listened to requesters' concerns.													X							
Q20	% of parents that agree the phone rep clearly explained information.													X							

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Q21 % of parents that agree the phone rep provided helpful information.														X							
Q22 % of parents that agree the phone rep provided information when needed.														X							
Q23 % of completed surveys returned.										X		X									
Q24.1 % of customers that agree TA met needs when requested in areas of governance and management.	X				X																
Q24.2 % of customers that agree TA met needs when requested in areas of program evaluation and academic accountability.	X				X																
Q24.3 % of customers that agree TA met needs when requested in areas of ESE.	X																				
Q24.4 % of customers that agree TA met needs when requested in areas of curriculum and instruction.	X																				
Q24.5 % of customers that agree TA met needs when requested in areas of finance and business.	X																				
Q24.6 % of customers that agree TA met needs when requested in areas of school operations.	X																				

(TBD)

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Q25 % of customers that agree start up info was readily available via website or hard copy.						X	X			X		X									
Q26 % of Resource Center contract compliance indicators met.	X				X																
Q27 % of customers that agree start up info was helpful.						X	X	X													
Q28																					
Q29																					
Q30 % department staff satisfied overall.		X			X						X										
Q31 % of department staff satisfied with training.		X			X						X										
Q32 % of school districts with sufficient # of charter schools to meet identified needs.					X	X	X														
Q33 # of students waitlisted for charter school enrollment.					X	X															
Q34 % of private schools rated "C" or better.	X				X																
Q35 # of students waitlisted for private school enrollment.											X										

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Q36											X									
Q37 % of customers that agree TA provided by website met their needs.						X	X													
Q38 % of customers that agree TA provided by brochures met their needs.						X	X													
Q39 % of customers that agree TA provided by site visits met their needs.						X	X													
Q40 % of customers that agree TA provided by regional workshops met their needs.						X	X													
Q41 % of customers that agree TA provided by phone reps met their needs.						X	X													
Q42 % of customers that agree application process was fair.						X	X													
Q43 % of customers that agree they understand their rights in the appeal process.						X	X													
Q44 % of customers that agree Federal Grant Fund Application process was explained clearly.	X					X	X													
Q45 % of customers that agree Federal Grant Fund process resulted in timely funds.	X					X	X													

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Q46 % of customers that agree existing charter contract is fair and beneficial to both parties.	X					X	X														
Q47 % of customers that agree regional workshops and state conferences were helpful.						X	X														
Q48 % of customers that agree the annual charter school report requirements were clearly understood.						X	X														
Q49 % of customers that agree the annual charter school report provided useful information.						X	X														
Q50 # of days SBE decision is late.	X				X	X	X														

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P1 % of notification letters returned by USPS.																					
P2 % of schools in targeted counties that respond to invitation letter.																					
P3 # of website entries per month.																	X	X			
P4 % of surveys sent out late.										X		X									
P5 # of downtime minutes for choice website per month.																	X	X			
P6 % of matrix numbers input into website on time.															X						
P7 % of delivered scholarship checks returned.																X					
P8 # of days appeal submitted late.						X	X														
P9 # of days CSAC recommendations forwarded late to SBE.						X	X														
P10 % of requests handled on first chance with requester.														X							

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M1 % of parents satisfied with school choice scholarship program / charter school program.					X						X									
M2 % of parents satisfied with school choice provider / charter school provider.											X									
M3a % of providers satisfied with school choice scholarship program / charter school program.					X						X									
M3b % of charter schools satisfied with the charter school program.					X						X									
M4 % of justified complaints.					X						X									
M5 % of charter schools rated with "C" or better.																				
M6 % of parents satisfied with the accessibility of school choices / charter schools.											X									
M7 % of scholarship vouchers mailed late to private schools.																X				

(TBD)

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M8 % of requested responses provided on time.			X	X	X			X		X	X	X									
M9 Choice Office admin costs per enrolled student in choice scholarship program / charter school program.	X																				
M10 % of customers satisfied with office communications.			X		X			X			X										
M11 % of charter schools that are successful.																					
M12 % of scholarship students choosing private schools that passed FCAT.																					

(TBD)

3. Strategic Plan Review and Management

During July and August we conducted a thorough review of the Strategic Plan and the process used to manage its execution. As a result, many strengths have been identified, as well as improvement opportunities which we are currently addressing.

Current Situation

The plan developed in May, 2002 provided a new and clear direction with its four Goals and eight Imperatives. With this focus, we began targeting appropriate resources toward Highest Student Achievement with efforts directed toward teacher supply, leadership, service quality and efficiency.

Our measurement system was not fully developed making it difficult to quantify success in some cases. Therefore the impact of Management Objectives and Projects was not always determined, or thoroughly evaluated. As a result, some projects were discontinued because value or cost-benefit could not be determined, and were therefore not funded.

The process allowed for innovation and creativity, but required additional structure to encourage analytical rigor, standardization, and replication of lessons learned.

Finally, numerous Cabinet level and Imperative Champion changes during the course of the year introduced discontinuity in the management and oversight phases. Opportunities were identified to better define process guidelines, and the roles and responsibilities of Champions and project personnel.

3. Strategic Plan Review and Management

Next Steps

Formal discussions with stakeholders and Cabinet members and their teams are providing a basis for updating the current plan. While the major thrust of the current plan will remain unchanged, adjustments may be made to encompass our increased focus on Independent Education, Parental Choice, teacher certification, and school improvement. Major enhancements to managing plan execution include the following:

1. Increased emphasis on measures and goals for Imperatives, Management Objectives, and Projects to improve resource allocation and progress tracking. We are making great progress in finalizing the K-20 Accountability Measures which will drive our strategies.
2. Cascading the measurement system to the employee level so that every team and employee better understands their accountability and contribution to the FDOE's success.
3. Better definition of the roles and responsibilities of all participants in the plan development and execution processes. This includes Champions, project personnel, and functional division employees.
4. More standardized structure to strengthen the project management and status review processes. Reviews will be conducted more systematically at all levels.
5. A web-based strategic plan tracking system to facilitate the monitoring of plan execution status will be implemented this year. It will provide Cabinet and Champion level status review capability and complement the Microsoft Project tools being used at the project level.

Summary

The current plan was a success in terms of focusing the FDOE on the State Board of Education's Goals. It also has enabled our diverse organization to become better aligned and begin working toward an integrated K-20 system. The new plan will sharpen that focus. The increased discipline we are introducing through Operation Excellence will enable us to improve accountability and realize our goals of Highest Student Achievement, and improved service quality and efficiency.