

Memorandum

To: The Florida Board of Education

From: Jim Horne, Secretary of Education

Date: May 10, 2002

Subject: Management Objectives Recommended for Inclusion in
Florida's K-20 Education System Strategic Plan

I'm pleased to submit for your review and approval the fruit of our close collaboration during the past two months: 22 substantial management objectives whose attainment will expedite realization of the Board's strategic imperatives. These objectives are listed in summary form and grouped by their respective imperatives in the table below. Detailed specifications for each proposed objective are presented in **Attachment 1**.

| Strategic Imperative | Supporting Management Objectives |
|--|---|
| 1. Increasing the Supply of Highly Qualified K-12 Instructors | <ul style="list-style-type: none">■ Excite Interest in Teaching as a Career in Florida■ Put More Qualified Teachers, Especially Minority Teachers, in Florida's Classrooms■ Give Teachers Strong Professional Support Throughout Their Careers■ Keep Good Teachers in the Profession |
| 2. Applying Existing Academic Standards at All Levels Consistently | <ul style="list-style-type: none">■ Eliminate K-12 Social Promotion■ Ensure Postsecondary Students Meet High General Education Requirements Before Entering Upper-Division Studies |
| 3. Increasing Rates of Learning and Completion at All Levels, Especially in High School, and Raising the Proportion of K-12 Graduates, Particularly Low-Income and Minority Students, Who Enter Postsecondary Education Without Remediation | <ul style="list-style-type: none">■ Increase the Rates of High School and Postsecondary Completion■ Maximize Student Achievement■ Ensure High School Graduates Are "College Ready" |
| 4. Improving the Quality of School Leadership at All Levels | <ul style="list-style-type: none">■ Attract Outstanding Leaders From All Sectors■ Provide World-Class Professional Development for School Leaders■ Hold Educational Leaders Accountable for Results |

Memorandum

| Strategic Imperative | Supporting Management Objectives |
|---|--|
| 5. Setting and Aligning Academic Standards for Every Level of the K-20 Education System | <ul style="list-style-type: none">■ Make Florida's Standard High School Diploma More Rigorous■ Streamline Proficiency and Placement Testing at Secondary and Postsecondary Levels■ Increase the Curricular Rigor Required of and Acceleration Options Available to All 11th and 12th Graders in Florida■ Increase Access to and Production of Baccalaureate Degrees |
| 6. Appropriately Aligning the Workforce's Education With the Skill Requirements of the New Economy | <ul style="list-style-type: none">■ Reorient Florida's Workforce Development Programs to Emphasize Skill Sets Important to Employers■ Market and Expand Enrollments in Key Workforce Education Programs■ Promote a World-Class Research, Workforce, and Economic Development Agenda for Florida Universities |
| 7. Aligning Financial Resources With Performance Expectations at Each Level of the K-20 Education System | <ul style="list-style-type: none">■ Design and Implement a Results-Oriented K-20 Education Incentive and Accountability System■ Eliminate Duplications of Effort Across the K-20 Education System■ Reorganize the Florida DOE to Provide Accurate and Timely Services That Help Educational Institutions Comply With the Law and Improve Their Performance |

I respectfully request that the Board consider these proposed management objectives **as they are detailed in Attachment 1** for formal approval at its next meeting on May 14th.

In reviewing the proposed objectives, you will note that they have been revised to reflect numerous comments and requests for modification from individual members of the Board. For your reference, revisions made to the last draft of the objectives that you reviewed at the April 16th Board meeting are shown in **Attachment 2**. Please contact Deputy Secretary John Winn or me before May 14th if you have questions about any revision.

If you need more information regarding our recommended management objectives, just let me know. I look forward to discussing them with you further on May 14th.

**Florida K-20 Education System Strategic Planning
Secretary's Recommended Management Objectives
May 14, 2002**

Strategic Imperative 1.***Increasing the supply of highly qualified K-12 instructors***

| Summary Objective | Specifications |
|---|---|
| Excite Interest in Teaching as a Career in Florida | <p>Develop and implement a new recruitment system to increase the number of promising candidates, especially minority candidates, seeking a teaching career in Florida by 5,000 per year by FY 2005</p> <p><u>Baseline:</u> ~15,000 candidates applied for Florida teaching positions in FY 2001</p> |
| Put More Qualified Teachers, Especially Minority Teachers, in Florida's Classrooms | <p>Create incentives for public and private colleges of education, for partnerships between community colleges and school districts, and for non-traditional programs to produce 25,000 more highly qualified K-12 educators certified in the fields in which they teach by FY 2007</p> <p><u>Baseline:</u> ~105,000 K-12 educators (78%) were certified in their fields of teaching in FY 2001</p> |
| Give Teachers Strong Professional Support Throughout Their Careers | <p>Ensure at least 35 out of 67 school districts (52%) have state-approved professional development programs by FY 2007 that are evaluated as "Excellent" according to criteria and standards established by the Florida Board of Education and focused on student achievement</p> <p><u>Baseline:</u> Six school districts (9%) participated in a statewide evaluation of teacher professional development programs in FY 2001</p> |
| Keep Good Teachers in the Profession | <p>Reduce rates of attrition among qualified junior and veteran K-12 teachers in Florida at least 50% by FY 2007</p> <p><u>Baselines:</u> 11% of new teacher education graduates (junior teachers) who began teaching in FY 1995 quit teaching by FY 2001, and 3% of teachers with 10 or more years' experience (veteran teachers) in FY 1995 quit by FY 2001</p> |

**Florida K-20 Education System Strategic Planning
Secretary's Recommended Management Objectives
May 14, 2002**

Strategic Imperative 2.***Applying existing academic standards at all levels consistently***

| Summary Objective | Specifications |
|--|--|
| Eliminate K-12 Social Promotion | <p>Monitor and enforce compliance with existing state law that requires equal application of proficiency-based promotion standards to all students starting in FY 2003</p> <p><u>Baseline:</u> Less than 3% of fourth-graders were retained in FY 2001, but more than 30% of them scored at Level 1 (i.e., failed) on FCAT reading</p> |
| Ensure Postsecondary Students Meet High General Education Requirements Before Entering Upper-Division Studies | <p>Secure 75% participation by postsecondary institutions in a reformed student skill and achievement assessment program correlated with national standards by FY 2007</p> <p><u>Baseline:</u> Not applicable</p> |

**Florida K-20 Education System Strategic Planning
Secretary's Recommended Management Objectives
May 14, 2002**

Strategic Imperative 3.

Increasing rates of learning and completion at all levels, especially in high school, and raising the proportion of K-12 graduates, particularly low-income and minority students, who enter postsecondary education without remediation

| Summary Objective | Specifications |
|---|--|
| Increase the Rates of High School and Postsecondary Completion | <p>1) Increase the proportion of Florida high school students who earn a standard diploma to 75% by FY 2007</p> <p><u>Baseline:</u> 62% of students enrolled in 9th grade in FY 1996 earned a standard high school diploma by FY 2000</p> <p>2) Increase the number of Florida high school graduates who earn a postsecondary credential within ten years of graduation to 50% by FY 2007</p> <p><u>Baseline:</u> 38% of students who graduated from high school in FY 1991 had achieved a postsecondary credential by FY 2001</p> |
| Maximize Student Achievement | <p>1) Increase the proportion of fourth-grade students who score at or above the FCAT reading standard for promotion (Level 2) to 90% by FY 2007</p> <p><u>Baseline:</u> 69% (~130,200) of 4th graders scored at or above FCAT Level 2 in reading in FY 2001</p> <p>2) Increase the proportions of all students scoring at Level 3 or higher in FCAT reading and mathematics and at Level 4 or higher in FCAT writing by a third by FY 2007</p> <p><u>Baseline:</u> 45% (~229,000) scored at Level 3 or higher in FCAT reading in FY 2001; 53% (~269,000) scored at Level 3 or higher in FCAT mathematics; and 51% (~259,000) scored at Level 4 or higher in FCAT writing</p> <p>3) While achieving Parts 1) and 2) of this objective, cut the average gap between minority and non-minority students' FCAT reading scores in half by FY 2007</p> <p><u>Baseline:</u> 28% of minority students and 58% of non-minority students scored at Level 3 or higher in FCAT reading in FY 2001</p> |
| Ensure High School Graduates Are "College Ready" | <p>Increase the proportion of postsecondary degree-seeking Florida high school graduates who test "ready" on the College Placement Test in all subjects to 75% by FY 2007</p> <p><u>Baseline:</u> 61% (~32,000) tested "ready" in all subjects in FY 2000</p> |

**Florida K-20 Education System Strategic Planning
Secretary's Recommended Management Objectives
May 14, 2002**

Strategic Imperative 4.***Improving the quality of school leadership at all levels***

| Summary Objective | Specifications |
|--|---|
| Attract Outstanding Leaders From All Sectors | <p>Using proven models, attract 50% more qualified applicants (~2,300) than expected vacancies for K-12 educational leadership positions by FY 2007</p> <p><u>Baseline:</u> Not applicable (The Florida Department of Education will begin collecting information regarding the number of applicants for vacant leadership positions in FY 2002.)</p> |
| Provide World-Class Professional Development for School Leaders | <p>Implement a statewide "Outstanding Leaders" curriculum and professional development program based on clear leadership standards, and secure 75% program participation by FY 2007</p> <p><u>Baseline:</u> Not applicable</p> |
| Hold Educational Leaders Accountable for Results | <p>Secure 100% participation by FY 2007 among Florida school districts and postsecondary institutions in a new, Florida "Outstanding Leaders" Evaluation Program designed to assess the effectiveness of leaders at each level of the K-20 system on the basis of empirically-demonstrated "best practices" in both the public and private sectors</p> <p><u>Baseline:</u> Not applicable</p> |

**Florida K-20 Education System Strategic Planning
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Strategic Imperative 5.***Setting and aligning academic standards for every level of the K-20 education system***

| Summary Objective | Specifications |
|---|--|
| Make Florida's Standard High School Diploma More Rigorous | Align in policy and clearly define by FY 2005 minimum curricular and testing requirements for award of a standard high school diploma with skill proficiency requirements that prepare graduates for success in postsecondary education and the workforce <u>Baseline:</u> Not applicable |
| Streamline Proficiency and Placement Testing at Secondary and Postsecondary Levels | Consolidate by FY 2005 the current array of grade 10-14 tests into a sequential set of assessments that measures general knowledge acquired during the final two years of high school and the first two years of postsecondary education <u>Baseline:</u> Not applicable |
| Increase the Curricular Rigor Required of and Acceleration Options Available to All 11th and 12th Graders in Florida | Increase the proportion of eligible high school students who enroll in general education dual-enrollment courses and earn postsecondary-degree credit to 20% by FY 2007 <u>Baseline:</u> 10% of eligible students (~28,000) completed dual-enrollment courses in FY 2001 |
| Increase Access to and Production of Baccalaureate Degrees | Increase the number of bachelor, master, and doctoral degrees awarded annually by Florida's State University System and Independent Colleges and Universities by 30% by FY 2010 <u>Baseline:</u> ~67,000 bachelor, master, and doctoral degrees were awarded by the ICUF and SUS in FY 2001 |

**Florida K-20 Education System Strategic Planning
Secretary's Recommended Management Objectives
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Strategic Imperative 6.

Appropriately aligning the workforce's education with the skill requirements of the new economy

| Summary Objective | Specifications |
|--|--|
| Reorient Florida's Workforce Development Programs to Emphasize Skill Sets Important to Employers | <p>Conduct curricular reviews of all career clusters containing programs targeted by the Workforce Estimating Conference (WEC) by FY 2004, and ensure that 80% of targeted institution-level workforce education programs meet established curricular requirements by FY 2006</p> <p><u>Baseline:</u> Not applicable</p> |
| Market and Expand Enrollments in Key Workforce Education Programs | <p>Increase enrollments in WEC-targeted postsecondary workforce education programs by 25% by FY 2005 through aggressive marketing and use of financial incentives</p> <p><u>Baseline:</u> ~141,000 students were enrolled in targeted workforce, certificate, and AS degree programs in FY 2001</p> |
| Promote a World-Class Research, Workforce, and Economic Development Agenda for Florida Universities | <p>Prepare by the end of FY 2003 a comprehensive Florida BOE strategy for building on the individual strengths of Florida's universities to expand their basic and applied research capabilities and contributions to the state's economic development</p> <p><u>Baseline:</u> Not applicable</p> |

**Florida K-20 Education System Strategic Planning
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Strategic Imperative 7.

Aligning financial resources with performance expectations at each level of the K-20 education system

| Summary Objective | Specifications |
|--|--|
| Design and Implement a Results-Oriented K-20 Education Incentive and Accountability System | <p>Implement by FY 2004 an easily understood and unified K-20 accountability, results measurement, and funding allocation system that rewards high performance consistently in K-12 schools, colleges and universities, and other postsecondary programs</p> <p><u>Baseline:</u> Just 2% of K-12 education funding was allocated on the basis of performance in FY 2002</p> |
| Eliminate Duplications of Effort Across the K-20 Education System | <p>Identify in FY 2003 operational areas in which cooperation across education delivery systems (e.g., through pooled IT acquisitions, shared facility development, etc.) can generate cost savings for the entire K-20 system, and undertake focused joint initiatives to realize at least 80% of these savings opportunities by FY 2006</p> <p><u>Baseline:</u> Not applicable</p> |
| Reorganize the Florida DOE to Provide Accurate and Timely Services That Help Educational Institutions Comply with the Law and Improve Their Performance | <p>Reorganize the Florida DOE according to the Secretary's plan and introduce new information technology by FY 2004 to provide more accurate, convenient, and timely services to K-20 education system constituents and educational institutions</p> <p><u>Baseline:</u> Not applicable</p> |

**Florida K-20 Education System Strategic Planning
Cross-Walk Between Draft Objectives Presented on April 16th and
the Secretary's Final Recommended Management Objectives**

Strategic Imperative 1.***Increasing the supply of highly qualified K-12 instructors***

| Summary Objective | Specifications as Presented to Florida BOE on April 16th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16th (New Wording Shown in <i>Italics</i>*) |
|---|---|---|
| Excite Interest in Teaching as a Career in Florida | Develop and implement a new recruitment system to increase the number of promising candidates, especially minority candidates, seeking a teaching career in Florida by 5,000 per year by FY 2005 | Develop and implement a new recruitment system to increase the number of promising candidates, especially minority candidates, seeking a teaching career in Florida by 5,000 per year by FY 2005 <i>Baseline: ~15,000 candidates applied for Florida teaching positions in FY 2001</i> |
| Put More Qualified Teachers, Especially Minority Teachers, in Florida's Classrooms | Create incentives for public and private colleges of education, for partnerships between community colleges and school districts, and for non-traditional programs to produce 25,000 more K-12 educators certified in the fields in which they teach by FY 2007 | Create incentives for public and private colleges of education, for partnerships between community colleges and school districts, and for non-traditional programs to produce 25,000 more highly qualified K-12 educators certified in the fields in which they teach by FY 2007 <i>Baseline: ~105,000 K-12 educators (78%) were certified in their fields of teaching in FY 2001</i> |
| Give Teachers Strong Professional Support Throughout Their Careers | Develop by FY 2007 a program of quality on-site professional development featuring formal mentoring by board-certified master teachers that runs throughout instructors' careers and measurably improves K-12 teaching and learning | <i>Ensure at least 35 out of 67 school districts (52%) have state-approved professional development programs by FY 2007 that are evaluated as "Excellent" according to criteria and standards established by the Florida Board of Education and focused on student achievement</i> <i>Baseline: Six school districts (9%) participated in a statewide evaluation of teacher professional development programs in FY 2001</i> |
| Keep Good Teachers in the Profession | Reduce the rates of attrition among qualified junior and veteran K-12 teachers in Florida by at least 50% by FY 2007 | Reduce rates of attrition among qualified junior and veteran K-12 teachers in Florida at least 50% by FY 2007 <i>Baselines: 11% of new teacher education graduates (junior teachers) who began teaching in FY 1995 quit teaching by FY 2001, and 3% of teachers with 10 or more years' experience (veteran teachers) in FY 1995 quit by FY 2001</i> |

*Absence of *italics* indicates unchanged wording.

**Florida K-20 Education System Strategic Planning
Cross-Walk Between Draft Objectives Presented on April 16th and
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Strategic Imperative 2.***Applying existing academic standards at all levels consistently***

| Summary Objective | Specifications as Presented to Florida BOE on April 16th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16th (New Wording Shown in <i>Italics</i>*) |
|--|--|---|
| Eliminate K-12 Social Promotion | Identify and levy sanctions against school districts that fail to apply proficiency-based promotion standards equally to all students starting in FY 2003 | <p data-bbox="878 533 1524 653"><i>Monitor and enforce compliance with existing state law that requires equal application of proficiency-based promotion standards to all students starting in FY 2003</i></p> <p data-bbox="878 684 1524 800"><i>Baseline: Less than 3% of fourth-graders were retained in FY 2001, but more than 30% of them scored at Level 1 (i.e., failed) on FCAT reading</i></p> |
| Ensure Postsecondary Students Meet High General Education Requirements Before Entering Upper-Division Studies | Conduct focused studies in FY 2003 to determine whether available alternatives to passing the College-Level Academic Skills Test (CLAST) are equivalent demonstrations of student ability and, as needed, develop an action plan for expanding administration of the CLAST | <p data-bbox="878 806 1524 926"><i>Secure 75% participation by postsecondary institutions in a reformed student skill and achievement assessment program correlated with national standards by FY 2007</i></p> <p data-bbox="878 947 1524 978"><i>Baseline: Not applicable</i></p> |

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**Florida K-20 Education System Strategic Planning
Cross-Walk Between Draft Objectives Presented on April 16th and
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Strategic Imperative 3.

Increasing rates of learning and completion at all levels, especially in high school, and raising the proportion of K-12 graduates, particularly low-income and minority students, who enter postsecondary education without remediation

| Summary Objective | Specifications as Presented to Florida BOE on April 16 th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16 th (New Wording Shown in <i>Italics</i> *) |
|---|--|--|
| Increase the Rate of High School Completion for All Students | Increase the proportion of Florida high school students who earn a standard diploma to 75% by FY 2007 | <p>These two objectives have been merged into one, as follows:</p> <p><i>Increase the Rates of High School and Postsecondary Completion</i></p> |
| Increase the Rate of Postsecondary Completion for All Students | Increase the number of Florida high school graduates who earn a postsecondary credential within ten years of graduation to 50% by FY 2007 | |
| Increase Substantially Florida’s Overall Intellectual Capital | Increase the number of bachelor, master, and doctoral degrees awarded annually by Florida’s State University System and Independent Colleges and Universities by 30% by FY 2010 | <p>This objective has been merged with the objective “Increase Access to and Production of Baccalaureate Degrees” under Strategic Imperative 5</p> |

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**Florida K-20 Education System Strategic Planning
Cross-Walk Between Draft Objectives Presented on April 16th and
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Strategic Imperative 3. (cont’d)

Increasing rates of learning and completion at all levels, especially in high school, and raising the proportion of K-12 graduates, particularly low-income and minority students, who enter postsecondary education without remediation

| Summary Objective | Specifications as Presented to Florida BOE on April 16 th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16 th (New Wording Shown in <i>Italics</i> *) |
|---|--|---|
| Maximize the Achievement of All Students | <ol style="list-style-type: none"> 1) Increase the proportion of fourth-grade students who score at or above the FCAT reading standard for promotion (Level 2) to 90% by FY 2007 2) Increase the proportions of all students scoring at Level 3 or higher in FCAT reading and mathematics and at Level 4 or higher in FCAT writing by a third by FY 2007 3) While achieving Parts 1) and 2) of this objective, cut the average gap between minority and non-minority students’ FCAT reading scores in half by FY 2007 | <p>This objective has been shortened, as follows:</p> <p>Maximize Student Achievement</p> <p>Specifications are the same, except for the addition of baseline information:</p> <ol style="list-style-type: none"> 1) Increase the proportion of fourth-grade students who score at or above the FCAT reading standard for promotion (Level 2) to 90% by FY 2007 <i>Baseline: 69% (~130,200) of 4th graders scored at or above FCAT Level 2 in reading in FY 2001</i> 2) Increase the proportions of all students scoring at Level 3 or higher in FCAT reading and mathematics and at Level 4 or higher in FCAT writing by a third by FY 2007 <i>Baseline: 45% (~229,000) scored at Level 3 or higher in FCAT reading in FY 2001; 53% (~269,000) scored at Level 3 or higher in FCAT mathematics; and 51% (~259,000) scored at Level 4 or higher in FCAT writing</i> 3) While achieving Parts 1) and 2) of this objective, cut the average gap between minority and non-minority students’ FCAT reading scores in half by FY 2007 <i>Baseline: 28% of minority students and 58% of non-minority students scored at Level 3 or higher in FCAT reading in FY 2001</i> |
| Ensure High School Graduates Are “College Ready” | <p>Increase the proportion of postsecondary degree-seeking Florida high school graduates who test “ready” on the College Placement Test in all subjects to 75% by FY 2007</p> | <p>Increase the proportion of postsecondary degree-seeking Florida high school graduates who test “ready” on the College Placement Test in all subjects to 75% by FY 2007</p> <p><i>Baseline: 61% (~32,000) tested “ready” in all subjects in FY 2000</i></p> |

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**Florida K-20 Education System Strategic Planning
Cross-Walk Between Draft Objectives Presented on April 16th and
the Secretary’s Final Recommended Management Objectives**

Strategic Imperative 4.

Improving the quality of school leadership at all levels

| Summary Objective | Specifications as Presented to Florida BOE on April 16th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16th (New Wording Shown in <i>Italics</i>*) |
|--|---|--|
| Attract Outstanding Leaders From All Sectors | Develop guidelines and qualification standards by FY 2004 that enable all educational institutions to increase the number of highly competent school leaders | <i>Using proven models, attract 50% more qualified applicants (~2,300) than expected vacancies for K-12 educational leadership positions by FY 2007</i> <i>Baseline: Not applicable (The Florida Department of Education will begin collecting information regarding the number of applicants for vacant leadership positions in FY 2002.)</i> |
| Provide World-Class Professional Development for School Leaders | Implement a statewide “Outstanding Leaders” curriculum and professional development program that is developed in collaboration with current educational leaders and is based on clear leadership standards, and secure 75% program participation by FY 2007 | Implement a statewide “Outstanding Leaders” curriculum and professional development program based on clear leadership standards, and secure 75% program participation by FY 2007 <i>Baseline: Not applicable</i> |
| Hold Educational Leaders Accountable for Results | Secure 100% participation by FY 2007 among Florida school districts and postsecondary institutions in a new, Florida “Outstanding Leaders” Evaluation Program designed to assess the effectiveness of leaders at each level of the K-20 system on the basis of empirically-demonstrated “best practices” in both the public and private sectors | Secure 100% participation by FY 2007 among Florida school districts and postsecondary institutions in a new, Florida “Outstanding Leaders” Evaluation Program designed to assess the effectiveness of leaders at each level of the K-20 system on the basis of empirically-demonstrated “best practices” in both the public and private sectors <i>Baseline: Not applicable</i> |
| Implement a Coordinated “Achieving Excellence” Program for All Institutions in the K-20 System | Support the efforts of all university, college, and local school boards to design by FY 2004 strategic plans that meet the unique needs of their institutions and are aligned with the goals of the K-20 education system | This objective will be treated as a project under the preceding objective, “Hold Educational Leaders Accountable for Results” |

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**Florida K-20 Education System Strategic Planning
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Strategic Imperative 5.

Setting and aligning academic standards for every level of the K-20 education system

| Summary Objective | Specifications as Presented to Florida BOE on April 16 th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16 th (New Wording Shown in <i>Italics</i> *) |
|---|---|---|
| Make Florida’s Standard High School Diploma More Rigorous | Align in policy and clearly define by FY 2005 minimum curricular and testing requirements for award of a standard high school diploma with skill proficiency requirements that prepare graduates for success in postsecondary education and the workforce | Align in policy and clearly define by FY 2005 minimum curricular and testing requirements for award of a standard high school diploma with skill proficiency requirements that prepare graduates for success in postsecondary education and the workforce <i>Baseline: Not applicable</i> |
| Streamline Proficiency and Placement Testing at Secondary and Postsecondary Levels | Condense by FY 2005 the current array of grade 10-14 tests into a sequential set of assessments that measures value-added, general knowledge learning during the final two years of high school and the first two years of postsecondary education | <i>Consolidate</i> by FY 2005 the current array of grade 10-14 tests into a sequential set of assessments that measures general knowledge acquired during the final two years of high school and the first two years of postsecondary education <i>Baseline: Not applicable</i> |
| Guide Florida High School Students to Accelerated Academic Success | Increase the proportion of eligible high school students who enroll in general education dual-enrollment courses and earn postsecondary-degree credit to 20% by FY 2007 | This objective has been rewritten, as follows: <i>Increase the Curricular Rigor Required of and Acceleration Options Available to All 11th and 12th Graders in Florida</i> Specifications are the same, except for the addition of baseline information: Increase the proportion of eligible high school students who enroll in general education dual-enrollment courses and earn postsecondary-degree credit to 20% by FY 2007 <i>Baseline: 10% of eligible students (~28,000) completed dual-enrollment courses in FY 2001</i> |
| Make Florida First in Demonstrating Student Learning Outcomes in Higher Education | Implement, using incentives and recognition, assessment and marketing of successful student learning outcomes in major fields of study among public and private colleges and universities by FY 2005 | This objective will be treated as a project under the above objective, “Streamline Proficiency and Placement Testing at Secondary and Postsecondary Levels” |

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Strategic Imperative 5. (cont’d)

Setting and aligning academic standards for every level of the K-20 education system

| Summary Objective | Specifications as Presented to Florida BOE on April 16th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16th (New Wording Shown in <i>Italics</i>*) |
|---|--|---|
| Increase Access to Baccalaureate Degrees | Increase the production of baccalaureate degrees through better articulation, advocacy for student financial aid, expanded use of distance learning services, and greater geographic access by FY 2005 | <p>This objective has been modified, as follows:</p> <p>Increase Access to and Production of Baccalaureate Degrees</p> <p>Specifications taken from Strategic Imperative 3:</p> <p><i>Increase the number of bachelor, master, and doctoral degrees awarded annually by Florida’s State University System and Independent Colleges and Universities by 30% by FY 2010</i></p> <p><i>Baseline: ~67,000 bachelor, master, and doctoral degrees were awarded by the ICUF and SUS in FY 2001</i></p> |

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**Florida K-20 Education System Strategic Planning
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Strategic Imperative 6.

Appropriately aligning the workforce's education with the skill requirements of the new economy

| Summary Objective | Specifications as Presented to Florida BOE on April 16th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16th (New Wording Shown in <i>Italics</i>*) |
|--|--|---|
| Reorient Florida's Workforce Development Programs to Emphasize Skill Sets Important to Employers | Conduct curricular reviews of all career clusters containing programs targeted by the Workforce Estimating Conference (WEC) by FY 2004, and ensure that 80% of targeted institution-level workforce education programs meet established curricular requirements by FY 2006 | Conduct curricular reviews of all career clusters containing programs targeted by the Workforce Estimating Conference (WEC) by FY 2004, and ensure that 80% of targeted institution-level workforce education programs meet established curricular requirements by FY 2006 <i>Baseline: Not applicable</i> |
| Market and Expand Enrollments in Key Workforce Education Programs | Increase enrollments in WEC-targeted postsecondary workforce education programs by 25% by FY 2005 through aggressive marketing and use of financial incentives that focus specifically on Floridians in low-skill, low-wage jobs | <i>Increase enrollments in WEC-targeted postsecondary workforce education programs by 25% by FY 2005 through aggressive marketing and use of financial incentives</i> <i>Baseline: ~141,000 students were enrolled in targeted workforce, certificate, and AS degree programs in FY 2001</i> |
| Promote a World-Class Research, Workforce, and Economic Development Agenda for Florida Universities | Work with the Governor, the Council of 100, economic development organizations, and research institutions to prepare by the end of FY 2003 a comprehensive Florida BOE strategy for building on the individual strengths of Florida's universities to expand their research capabilities and contributions to the state's economic development | <i>Prepare by the end of FY 2003 a comprehensive Florida BOE strategy for building on the individual strengths of Florida's universities to expand their basic and applied research capabilities and contributions to the state's economic development</i> <i>Baseline: Not applicable</i> |

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Strategic Imperative 7.

Aligning financial resources with performance expectations at each level of the K-20 education system

| Summary Objective | Specifications as Presented to Florida BOE on April 16 th | Revised Specifications Recommended in Response to Florida BOE Member Feedback Since April 16 th (New Wording Shown in <i>Italics</i> *) |
|--|--|--|
| Design and Implement a Simple, Fair K-20 Education Incentive and Accountability System | Implement by FY 2004 a simple, unified K-20 accountability, results measurement, and funding allocation system that rewards high performance consistently in K-12 schools, colleges and universities, and other postsecondary programs | <p>This objective has been modified, as follows:</p> <p><i>Design and Implement a Results-Oriented K-20 Education Incentive and Accountability System</i></p> <p>Specifications have been modified too, as follows:</p> <p>Implement by FY 2004 <i>an easily understood and</i> unified K-20 accountability, results measurement, and funding allocation system that rewards high performance consistently in K-12 schools, colleges and universities, and other postsecondary programs</p> <p><i>Baseline: Just 2% of K-12 education funding was allocated on the basis of performance in FY 2002</i></p> |
| Eliminate Duplications of Effort Across the K-20 Education System | Identify in FY 2003 operational areas in which cooperation across education delivery systems (e.g., through pooled IT acquisitions, shared facility development, etc.) can generate cost savings for the entire K-20 system, and undertake focused joint initiatives to realize at least 80% of these savings opportunities by FY 2006 | <p>Identify in FY 2003 operational areas in which cooperation across education delivery systems (e.g., through pooled IT acquisitions, shared facility development, etc.) can generate cost savings for the entire K-20 system, and undertake focused joint initiatives to realize at least 80% of these savings opportunities by FY 2006</p> <p><i>Baseline: Not applicable</i></p> |
| Reorganize the Florida DOE to Provide Accurate and Timely Services That Help Educational Institutions Comply with the Law and Improve Their Performance | Reorganize the Florida DOE and introduce new information technology by FY 2004 to provide more accurate, convenient, and timely services to K-20 education system constituents and educational institutions | <p>Reorganize the Florida DOE <i>according to the Secretary's plan</i> and introduce new information technology by FY 2004 to provide more accurate, convenient, and timely services to K-20 education system constituents and educational institutions</p> <p><i>Baseline: Not applicable</i></p> |

*Absence of *italics* indicates unchanged wording.