



# Strategic Plan

September 23, 2016



FLORIDA DEPARTMENT OF  
**EDUCATION**  
fldoe.org

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## Overview

- Goal 1 – Highest Student Achievement
  - Student Achievement on Florida Assessments
  - Continued Growth on Florida Assessments
  - Closing the Achievement Gap
  - High School Graduation Rate
  - High School Graduation Rate Plus (Acceleration)
  - Postsecondary Completion Rate
- Goal 2 – Seamless Articulation and Maximum Access
  - Postsecondary Continuation Rate
  - Associate Degree Articulation Rate
  - Access to High-Quality K-12 Educational Options
- Goal 3 – Skilled Workforce and Economic Development
  - Postsecondary Employment Rate
  - Initial Wages
- Goal 4 – Quality Efficient Services

# Goal 1 – Highest Student Achievement

## Metrics:

1. Student Achievement on Florida Assessments
2. Continued Growth on Florida Assessments
3. Closing the Achievement Gap
4. High School Graduation Rate
5. High School Graduation Rate Plus (Acceleration)
6. Postsecondary Completion Rate

## STEM Focus Data: (Tracking STEM using the following measures)

- Science and Mathematics Assessment Achievement
- Mathematics Learning Gains
- Gap Closure in Mathematics and Science
- High school graduates' successful STEM Acceleration
- STEM Postsecondary Degree and Certificate Completions



# Highlights

## K-12 System

- Grade 4 Hispanic students outperformed the nation in both NAEP Reading and Math in 2015.
- Florida is fourth in the nation for narrowing the scale score achievement gap between White and Black students from 2003 to 2015 on grade 8 NAEP Mathematics.
- Graduation rate for all students increased more than 18 percentage points since 2003-04 to 77.9% in 2014-15. Graduation rates for Black and Hispanic students have increased at higher rates, with an increase of 22.2 percentage points for Black students and 22.1 percentage points for Hispanic students.
- Florida is second in the nation for AP participation and third in the nation for the percentage of high school graduates who succeeded on an AP exam.
- More than 19,500 students were enrolled in middle school courses with computer science skills and competencies in 2014-15. This was an increase of 83 percent over the 2012-13 enrollments of 10,656.
- 52 districts offer robotics programs: 14 at the elementary level, 25 at the middle school level, and 32 at the high school level.
- Information Technology; Engineering and Technology Education; and Agriculture, Food, and Natural Resources career cluster programs make up 87% of all secondary CTE STEM enrollment.
- For the 2014-15 year, 93,357 potential articulated credits were generated by students in CTE programs.

# Highlights

## Florida College System

- Florida leads the nation in graduation rates among public, two-year institutions.
- Florida is first in the nation in producing Associate Degrees in the Health Professions and Related Sciences.
- Last year institutions awarded over 110,000 certificates and degrees. They increased the number of certificates and degrees awarded from 104,693 to 110,844 (5.9% increase).

## District Postsecondary

- 75% of students enrolled in full-time District Postsecondary programs completed the program with a career certificate or terminal occupational completion.
- In 2015-16, there were 729 STEM industry certifications funded for District Postsecondary institutions. This is a 23% increase over 2014-15, in which 594 certifications were funded.
- 85% of students enrolled have documented technical skill attainment during the year, either by earning an industry certification or an occupational completion point.

## Priority Activities and Initiatives

### K-12 System

- Adopted Computer Science Standards for K-12 in May 2016 and creating course descriptions for elementary coding courses now
- Launched *Florida Reads Best* K-2 Reading Program Pilot and the Middle Grades Literacy Coaching Academy
- Targeting district technical assistance with new Algebra I Workshop, Algebra II Toolkit, and English Language Learner Workshop emphasizing science
- Posting interactive school and district report cards and new parent portal with information in key areas of interest to parents and families
- Requesting refocused incentives for high-performing teacher recruitment and retention
- Requesting Math and Science Initiative teacher training program
- Implementing better instructional leadership through statewide Administrator Professional Development, the Commissioner's Leadership Academy, and Principal of the Year programs

# Priority Activities and Initiatives

## Florida College System

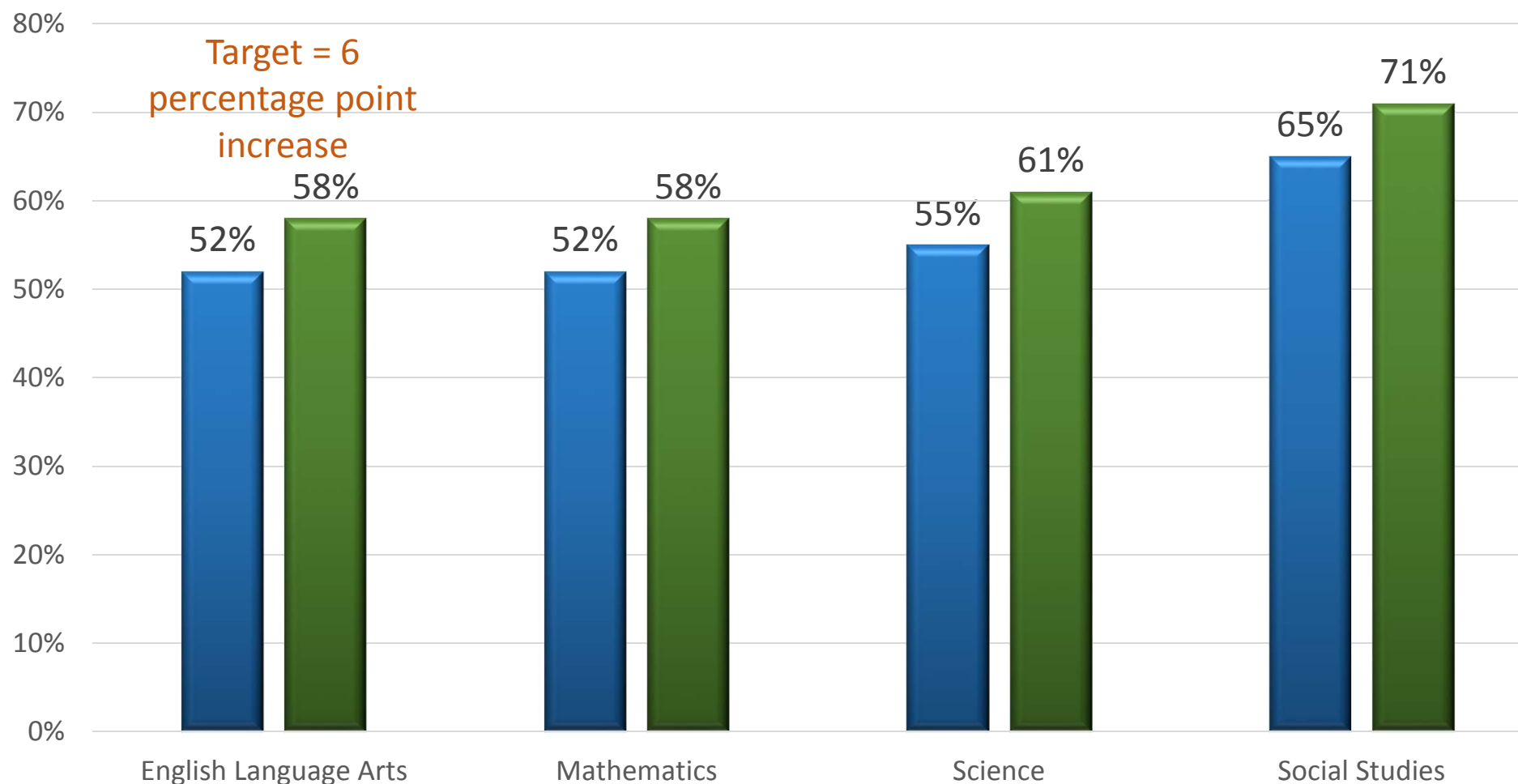
- Facilitate partnerships between the healthcare industry and colleges to ensure the Florida College System remains the #1 producer of Associates Degrees in the Health Professions and Related Sciences
- Create course pathways to a certificate or degree within one of eight meta-major groupings, a key to getting students on track to graduate
- Update Smart College Choices, an interactive portal for students and potential students to access information on employment rates and earnings potential for each college program

## District Postsecondary

- Strengthen Career Pathway Programs that lead to High-Demand, High-Skill (includes STEM occupations), and High-Wage Occupations; accomplished through the new FloridaShines statewide career planning system
- Support and promote Florida's Integrated Career and Academic Preparation System (FICAPS) model which combines technical skill training and adult basic education to prepare students for transition into technical training areas leading to High-Skill, High-Wage, and High-Demand employment

# Goal 1 – Highest Student Achievement

## Metric 1: Student Achievement on Statewide Assessments



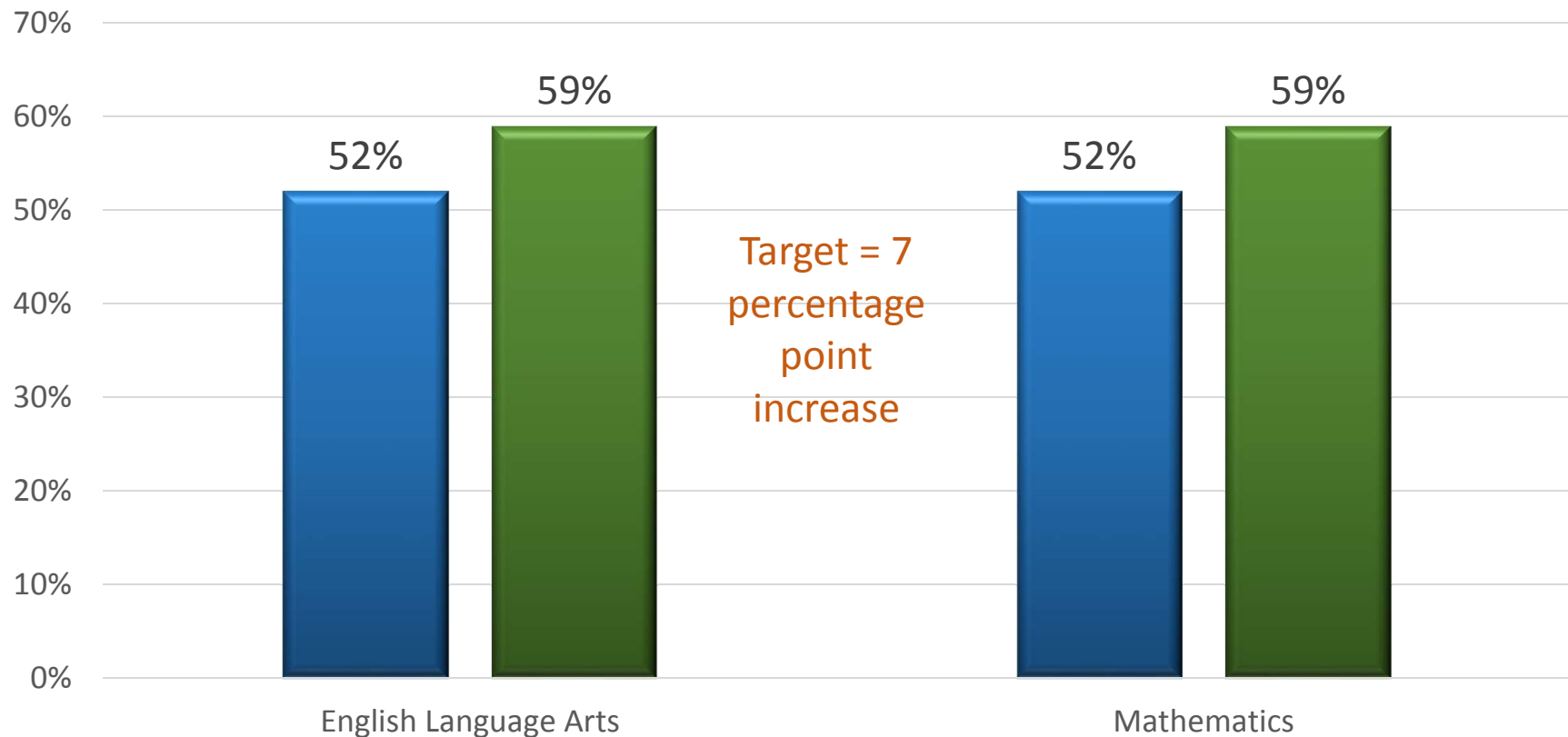
Note: Percent Level 3 or higher

■ 2014-15 Baseline ■ 2019-20 Target



# Goal 1 – Highest Student Achievement

## Metric 2: Growth in English Language Arts and Mathematics



Note: Based on school grades learning gains calculation

■ 2015-16 Baseline ■ 2019-20 Target

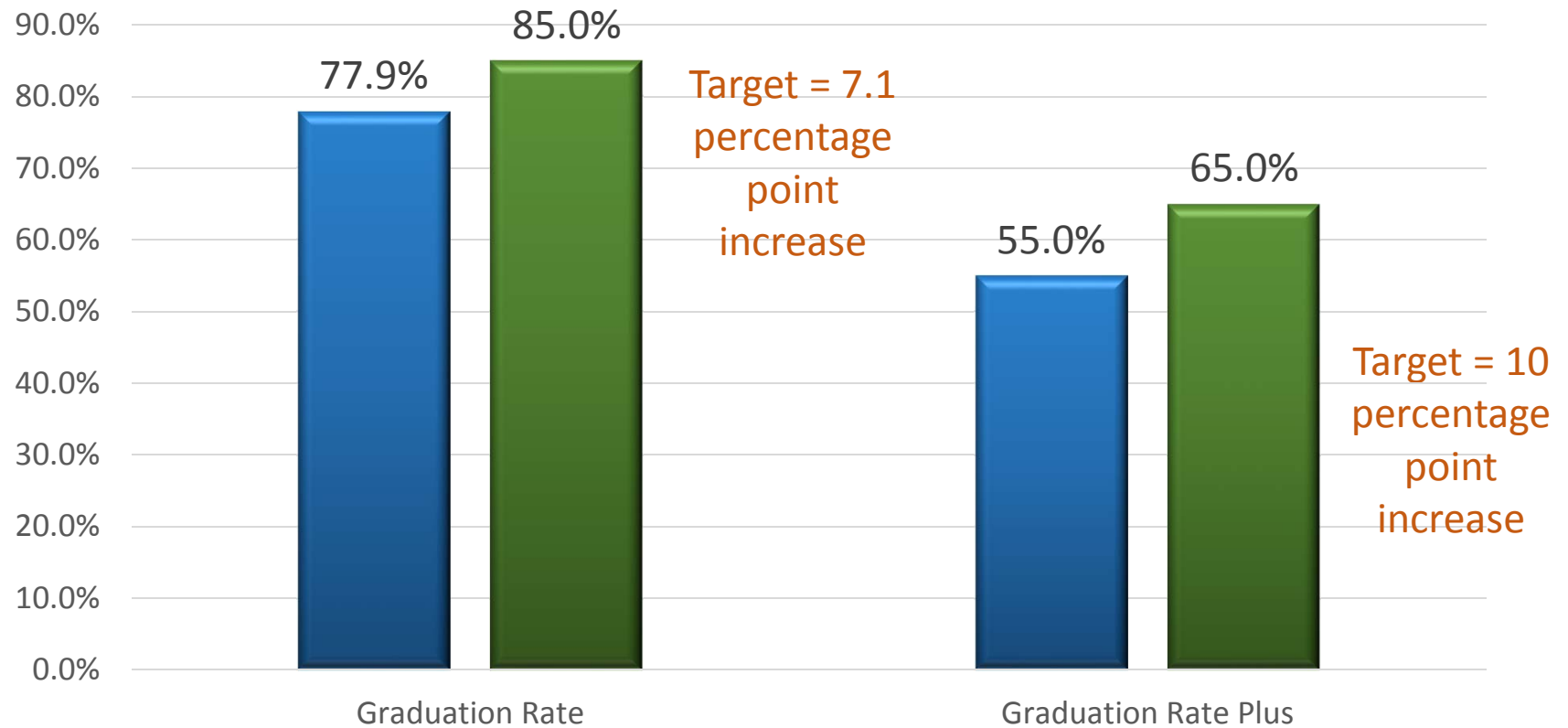
# Goal 1 – Highest Student Achievement

## Metric 3: Closing the Achievement Gap

- Reduce Achievement Gaps by 1/3 by 2019-20
- Subgroups
  - African American → White
  - Hispanic → White
  - Economically Disadvantaged → Non-Economically Disadvantaged
  - Students with Disabilities → Students without Disabilities
  - English Language Learners → Non-English Language Learners
- Subject Areas
  - English Language Arts
  - Mathematics
  - Science
  - Social Studies

# Goal 1 – Highest Student Achievement

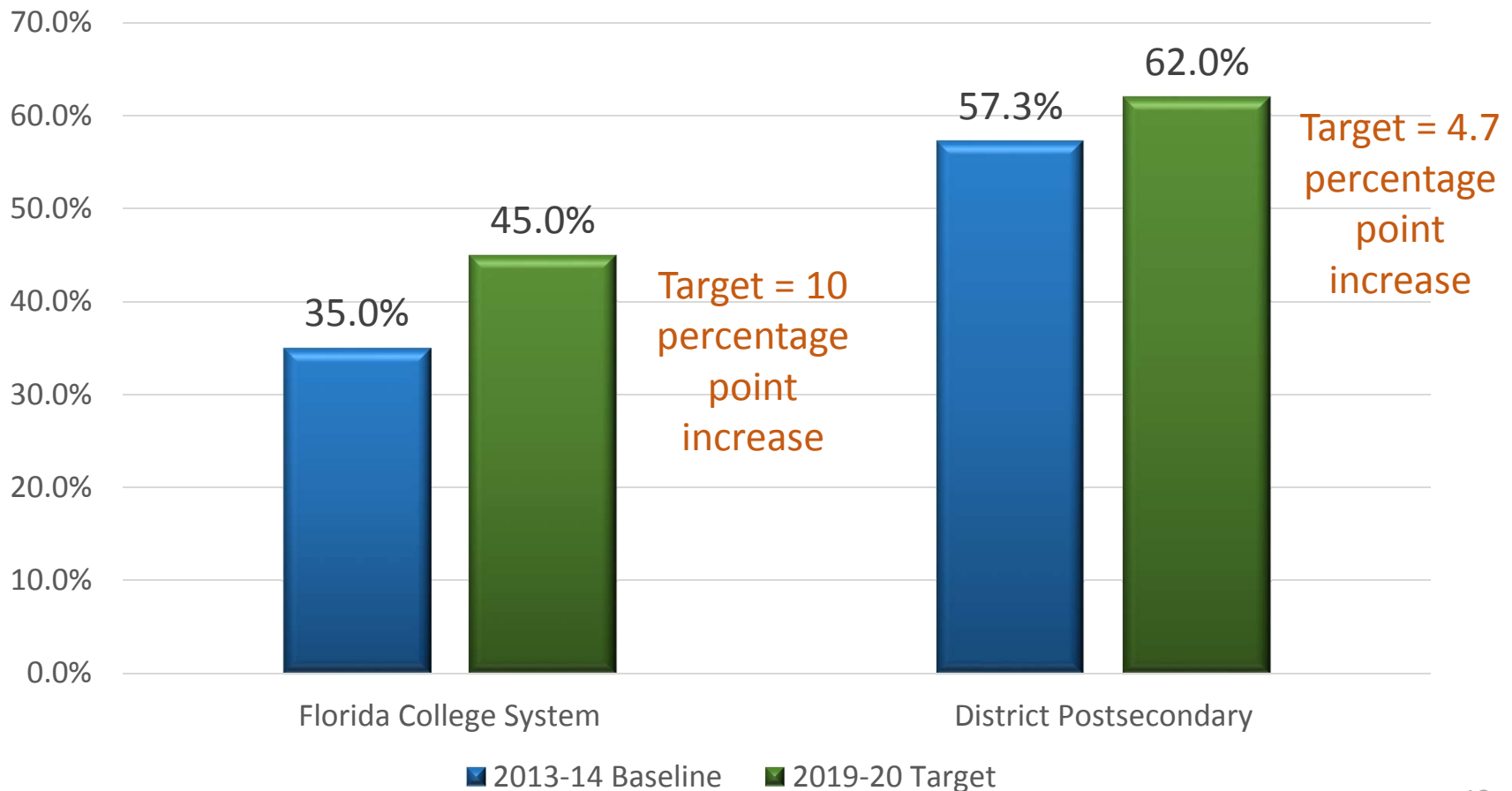
Metrics 4 and 5: Graduation Rate and  
Graduation Rate Plus (Acceleration)



Note: Based on Federal graduation rate and college and career acceleration for school grades

# Goal 1 – Highest Student Achievement

## Metric 6: Postsecondary Completion Rates Within 150% of Program Time



## Goal 2 – Seamless Articulation and Maximum Access

### Metrics:

1. Postsecondary Continuation Rate
2. Associate Degree Articulation Rate
3. Access to High-Quality K-12 Educational Options

### STEM Focus Data: (Tracking STEM using the following measures)

- High school graduates' postsecondary continuation in STEM programs
- AA Degree earner continuation in STEM Bachelor Degree programs

# Highlights

## K-12 System

- More than 60% of high school graduates enroll in postsecondary education after graduation.
- Almost half of all K-12 students are enrolled in A or B schools while academic standards and accountability have increased rigor.

## Florida College System

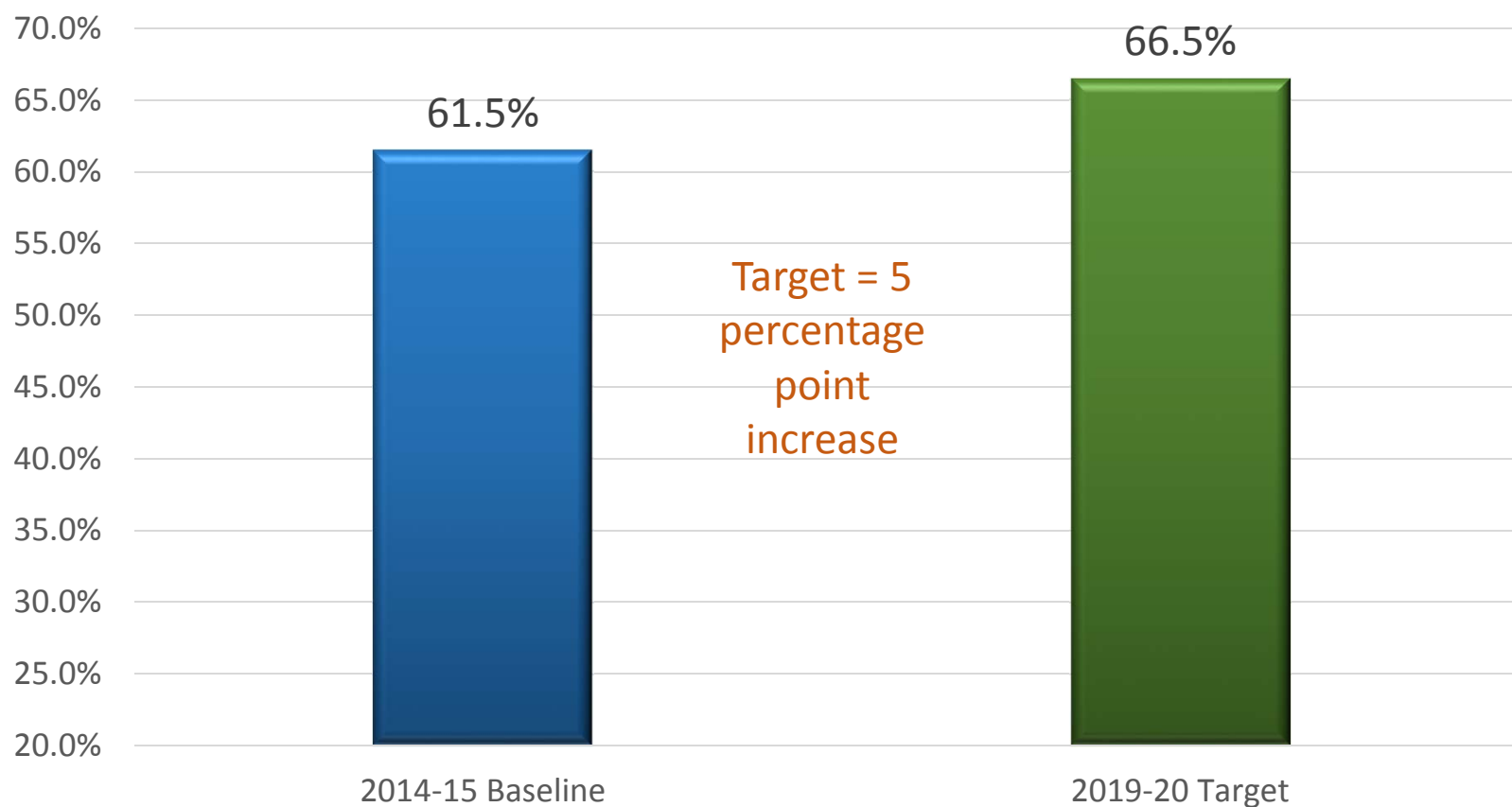
- The Florida College System provided dual enrollment courses to over 54,000 high school students last year, 25% in STEM courses.
- More than half of the juniors and seniors enrolled in state universities started at a Florida College System institution.

## Priority Activities and Initiatives

- Create and publicize dual enrollment pathways so that students' dual enrollment courses accelerate to a degree or certificate
- Launch an interactive parent portal for information about public schools and Florida's education system that provides assessment results, school and district grades, graduation rates, and enrollment
- The Florida College System is working to align instruction program codes (CIP) to meta-majors that are tied to dual enrollment coursework. This will further enhance seamless articulation for students and acceleration.

## Goal 2 – Seamless Articulation and Maximum Access

### Metric 1: Postsecondary Continuation Rate

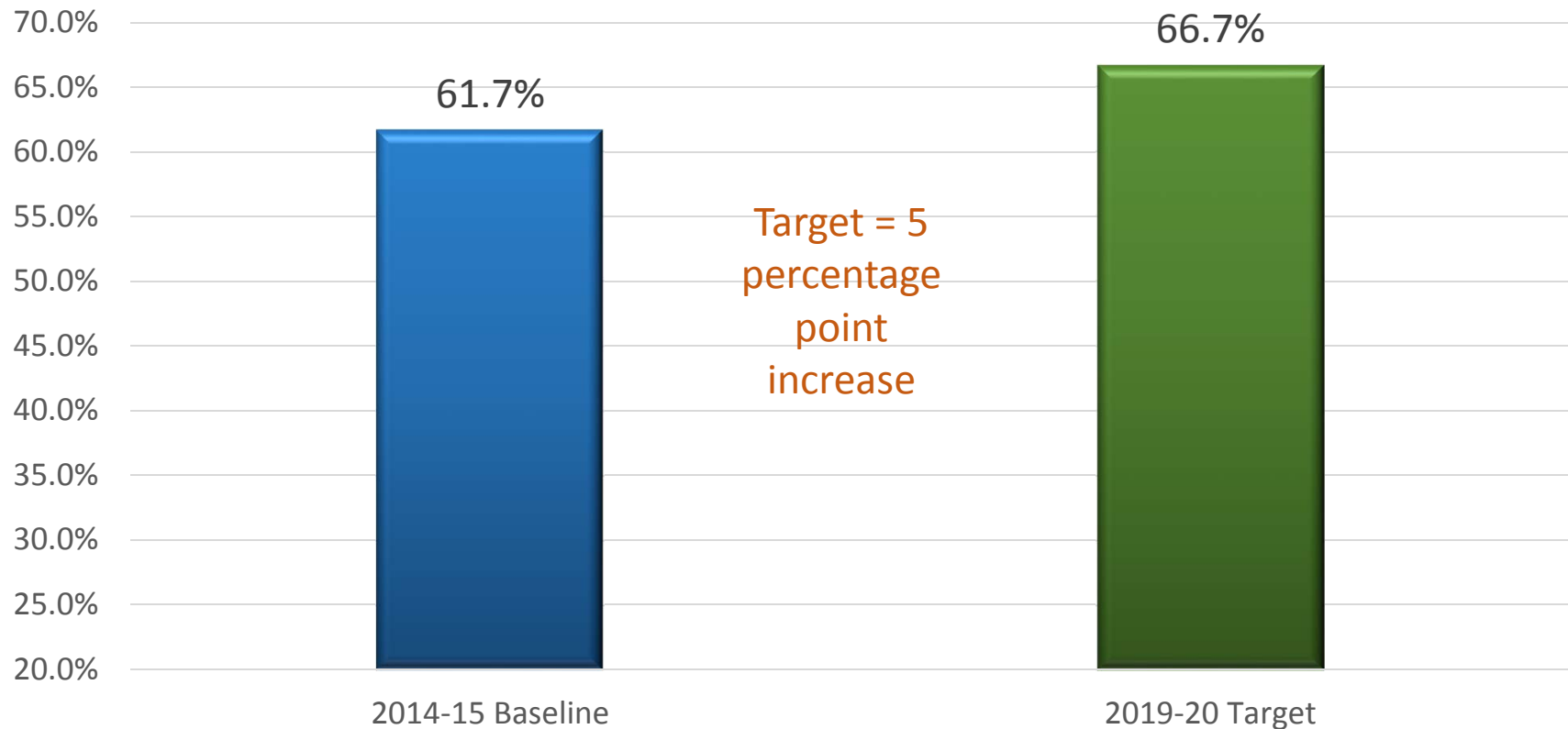


Note: Percent of high school graduates who enroll in postsecondary



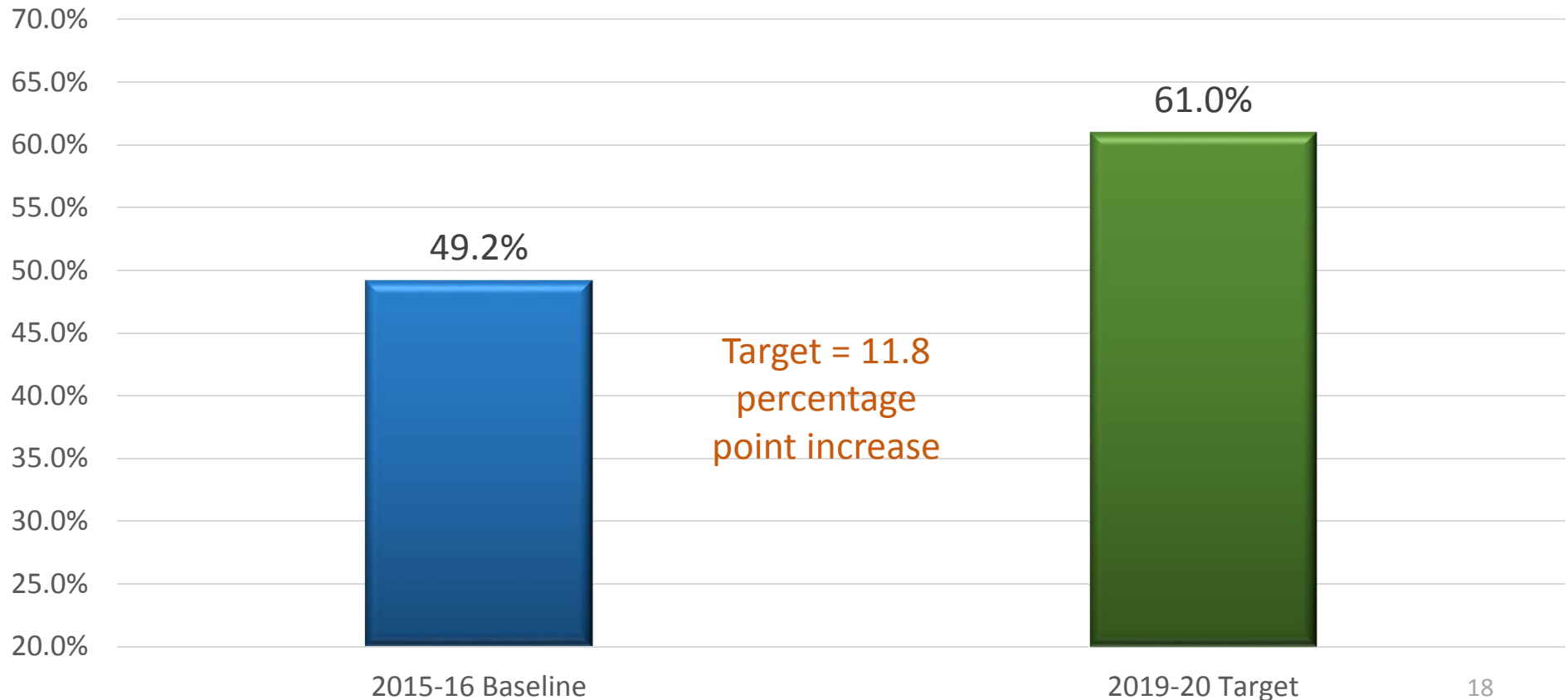
## Goal 2 – Seamless Articulation and Maximum Access

Metric 2: AA Degree Earners Articulating to Bachelor Programs (FCS, SUS, ICUF)



## Goal 2 – Seamless Articulation and Maximum Access

Metric 3: Access to High-Quality K-12 Educational Options  
Percentage of Students Enrolled in “A” or “B” Schools



## Goal 3 – Skilled Workforce and Economic Development

### Metrics:

For Florida College System, District Postsecondary, Blind Services, and Vocational Rehabilitation Combined

1. Postsecondary Employment Rate for Program Completers
2. Initial Wages for Program Completers

STEM Focus Data: (Tracking STEM using the following measures)

- Employment rates of students completing STEM programs
- Initial wages of students completing STEM programs

## Highlights

### Florida College System

- Nine out of 10 graduates are employed or continuing their education in Florida within one year of graduation.
- Graduates earn competitive wages as compared to Florida's median and average wages. On average 2010-11 graduates earned \$36,025. Bachelor Degree completers' earnings are as high as \$47,000.

### District Postsecondary

- 77% of program completers are employed or continuing education in the following year.
- The estimated average full-time earnings of terminal completers in career certificate programs is \$32,568.

## Highlights

### **Vocational Rehabilitation**

- Eliminated waitlist for individuals with the most severe disabilities
- Placed over 5,000 people in competitive integrated employment

### **Blind Services**

- Increased the number of successful employment outcomes from 713 to 840 (17.8%)
- Increased the average net earnings for Bureau of Business Enterprise vendors from \$61,282.01 to \$69,046.40 (12.67%)

## Priority Activities and Initiatives

### District Postsecondary

- Strengthen Career Pathway Programs that lead into High-Demand, High-Skill (includes STEM occupations), and High-Wage Occupations; accomplished through the use of the new FloridaShines statewide career planning system
- Promote Florida's Integrated Career and Academic Preparation System model, which combines technical skill training and adult basic education to prepare students quicker for transition into technical training areas leading into High-Skill, High-Wage, and High-Demand employment areas

### Florida College System

- Strengthen partnerships between industry and college system institutions to offer training for High-Wage, High-Demand jobs for Florida's workforce pipelines
- Launch FindMyCollegeMajor, a decision-making tool for current or incoming students to compare programs within a selected location and to assist in determining which college major supports their career choice (redesign of the current Smart College Choices interactive site)

## Priority Activities and Initiatives

### Vocational Rehabilitation

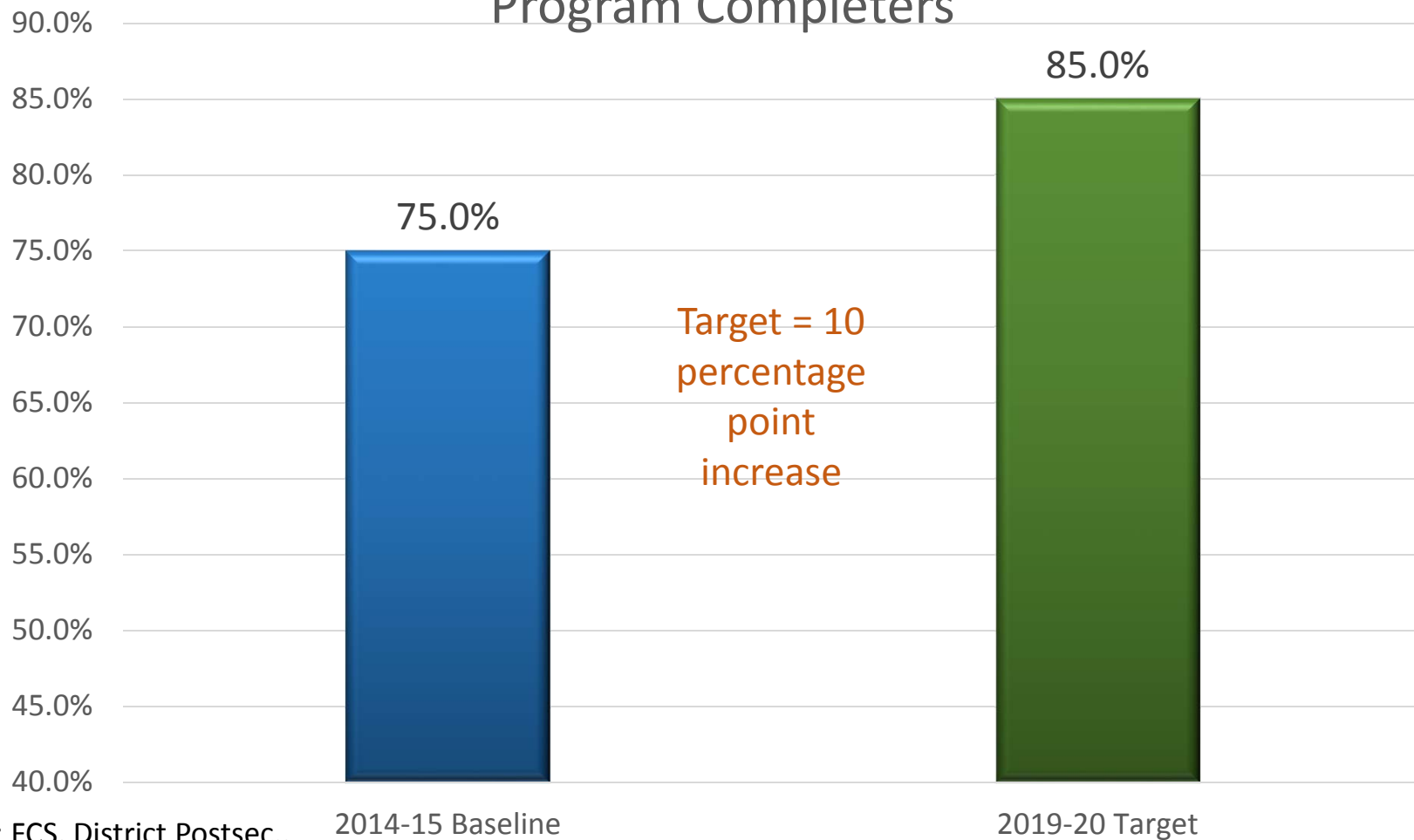
- Implement “VR Works!” program to prioritize the emphasis of Employment First approach, using local labor market data and career pathways
- Implement the new Workforce Innovation and Opportunity Act in collaboration with core partners: Department of Economic Opportunity, CareerSource Florida, Career and Adult Education, Blind Services, and Vocational Rehabilitation
- Expand programs serving youth transitioning into the workforce: Project Search, Peer Mentoring, and CAPE industry certifications

### Blind Services

- Remove barriers to increasing work-based learning experiences for clients
- Encourage and track industry certifications, apprenticeships, and postsecondary outcomes for clients
- Enhance technology resources to increase access and opportunities for clients (Online application, Talent Acquisition Portal, Ability Works, and Employ Florida Marketplace)

## Goal 3 – Skilled Workforce and Economic Development

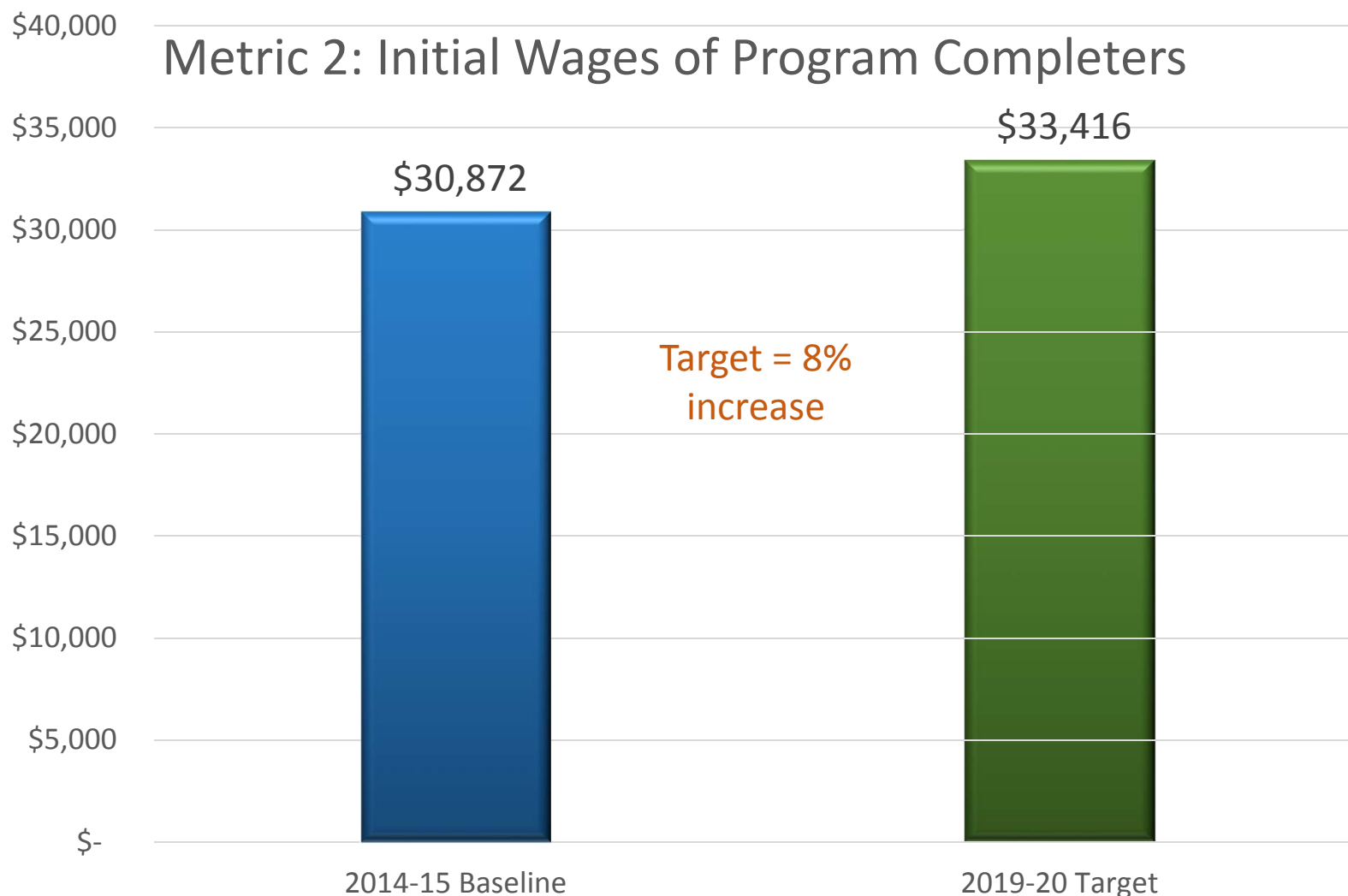
Metric 1: Postsecondary Employment Rate for  
Program Completers



Note: FCS, District Postsec.,  
VR and DBS combined



## Goal 3 – Skilled Workforce and Economic Development



Note: FCS, District Postsec.,  
VR and DBS combined

## Goal 4 – Quality Efficient Services

### Metric 1: Return on Investment (ROI)

- Goal 4 measures the efficiency of efforts to improve performance in Goals 1, 2, and 3 by indexing outcomes with associated costs.
- The resulting indices will be monitored to determine the efficiency of sectors as performance improves.
- Each sector's ROI index is unique to the performance metrics and will establish baseline measures for future comparisons.

## Goal 4 – Quality Efficient Services

- K-12 Public Schools
  - ROI index – total school grades points and annual expenditures  
$$\frac{\text{(Percent of total school grade points earned)}}{\text{(Adjusted total program cost per weighted FTE)}}$$
- District Postsecondary (Tech Centers)
  - ROI index – completion, employment, entry wages, and annual expenditures  
$$\frac{\text{(Completion rate points x .5) + (Employment rate points x .3) + (Entry wages points x .2) \times 1,000}}{\text{(Cost per weighted FTE)}}$$
- Florida College System
  - ROI index – completion, continuation, AA articulation, employment, wages, and annual expenditures  
$$\frac{\text{(FCS Average points for Performance-Based Funding)}}{\text{(Average Expenditures per FTE)}}$$

## Goal 4 – Quality Efficient Services

- Vocational Rehabilitation and Blind Services
  - ROI index – Expenditures used to generate post program wages, and expenditures used to generate increased wages

$$\frac{\text{Expenditures}}{\text{(Total post program wages)}} \text{ and } \frac{\text{Expenditures}}{\text{(Total increased wages)}}$$

## Goal 4 – Quality Efficient Services

### Metric 2: Agency Efficiency

- Department costs to administer educational programs have decreased to 0.67% of operating and fixed capital outlay appropriations in the current year from 0.78% in 2008-09.
- Increased efficiency has been achieved through administration of educational programs while reducing department staff positions by 21% since 2007-08.



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