



### Vision

Brevard Public Schools will serve our community and enhance students' lives by delivering the highest quality education in a culture of dedication, collaboration, and learning.

### Mission

To serve every student with excellence as the standard.

### Operational Beliefs

We must:

1. Have a **passionate commitment** to high standards and student success.
2. Have a **professional teaching culture** marked by shared purpose, collaboration, innovative spirit, and continual learning.
3. **Revere data** that provide feedback to students, inform programmatic and instructional decisions, and support focused intervention efforts.
4. **Build relationships among adults and students** – anchored in caring and trust and fueled by the mission of student success.
5. Commit to **relentless pursuit of teaching methodologies** that foster student engagement, critical thinking, self-efficacy, and content mastery.
6. **Let compassion, conviction, and intense dedication** to the mission of teaching and learning stand as the trademark of our work.
7. Have **zero tolerance** for destructive negativism.
8. Constantly **connect people** to the nobility of our mission.

# *Operational Expectations*

## ***Goal 1: Student Achievement***

- 1. Maximize student potential in core area achievement.*
- 2. Close achievement gaps.*
- 3. Deliver quality non-core area learning opportunities that provide students with a well- rounded education.*
- 4. Promote student acquisition of 21<sup>st</sup> century skills.*

## ***Goal 2: Safe, Healthy and Productive Work and Learning Environment***

- 1. Provide adequate and appropriate facilities.*
- 2. Maintain a safe work and learning environment.*
- 3. Foster shared purpose and collaboration throughout the organization.*

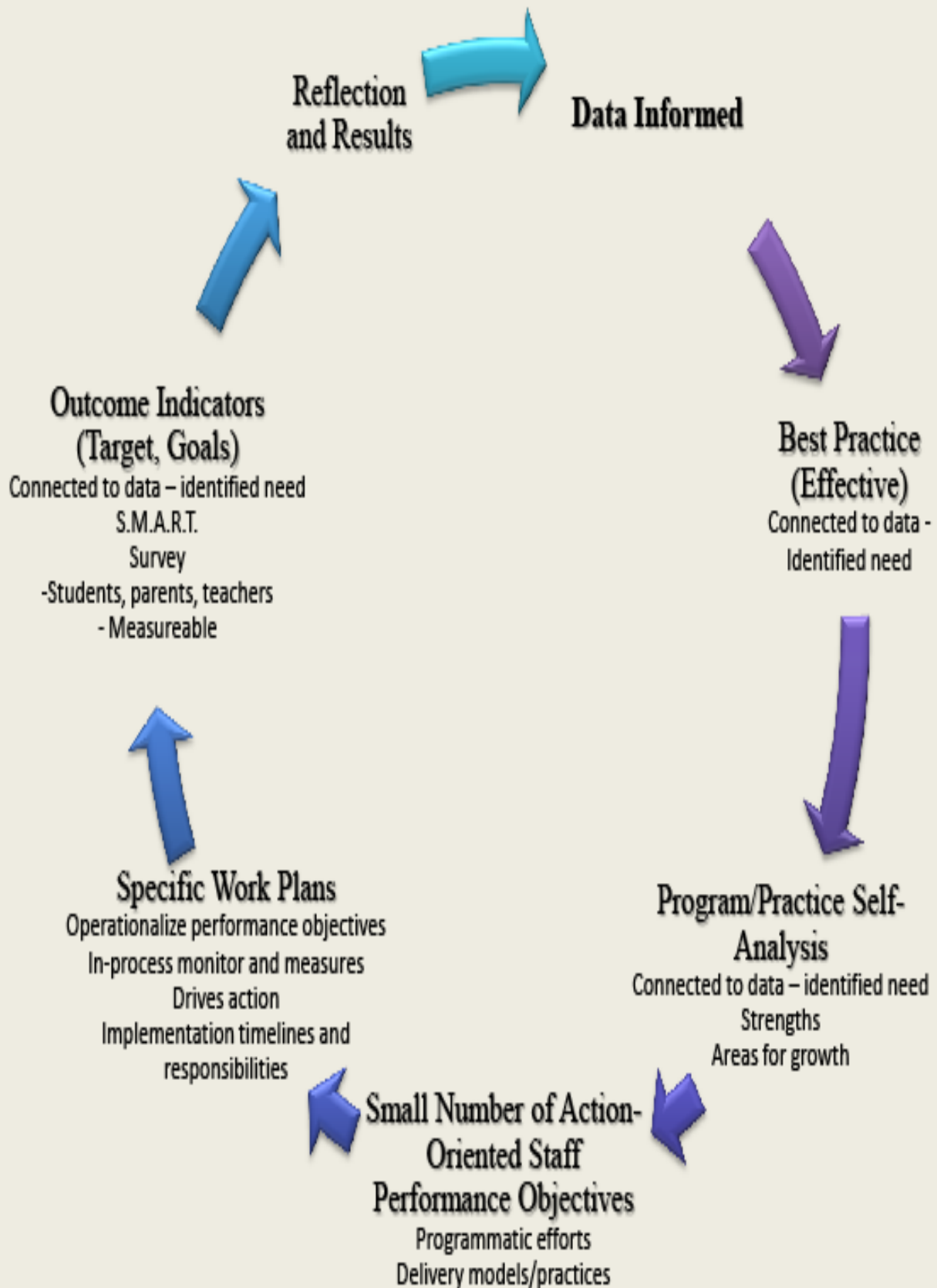
## ***Goal 3: Capable and Engaged Workforce***

- 1. Recruit and retain the highest quality staff.*
- 2. Build leadership and job-related capacity at every level of the organization.*
- 3. Promote continual learning and innovation through reasonable levels of autonomy, accountability and ownership.*

## ***Goal 4: Fiscal Responsibility and Organizational Effectiveness***

- 1. Maintain effective and efficient resource management.*
- 2. Utilize strategic planning that provides organizational focus and fosters continuous improvement.*
- 3. Maintain effective school/community communication and partnerships.*

# Continuous Improvement Cycle



# Goal 1: Student Achievement

## Operational Expectations

### **1. Maximize student potential in core area achievement**

#### Outcome Indicators

- 1.1.1 By 2013, ninety percent (90%) of all first grade students and ninety percent (90%) of all second grade students will demonstrate a high probability of success as measured by the third FAIR assessment.
- 1.1.2 Brevard will maintain a graduation rate ranking in the top five in the State.
- 1.1.3 Annually, the percentage of Brevard's eleventh grade students and each ethnic subgroup, scoring equal to or greater than the national ACT benchmark scores on each subtest (English 18, Reading 21, Math 22, Science 24) will increase by three (3) percentage points.
- 1.1.4 Achieve the grade "A" in every school by the end of the 2013-2014 school year.
- 1.1.5 Annually, the aggregate number of students awarded a postsecondary degree/credential (AA degree, AS degree, AAS degree, CCC, PSAV) from a postsecondary institution will increase by five percent (5%).
- 1.1.6 Based on the statistical regression of school grade data relating to the percent of students at proficiency in reading, mathematics, and science and on total FCAT points earned:
  - Traditional schools will perform above the line of predicted performance OR will perform in the current year at a level higher than the average distance from the average distance from the line of predicted performance for the previous three years ;
  - Secondary schools of choice will perform at least one standard deviation above the line of predicted performance OR will perform in the current year at a level higher than the average distance from the line of predicted performance for the previous three years; and

# Goal 1: Student Achievement

- The District will perform at least one standard deviation above the line of predicted performance.

- 1.1.7 The percent of students performing at FCAT achievement Level 5 in reading, mathematics, and science at each tested grade level will increase by at least one (1) percentage point a year OR be fifty percent (50%) above the state average for all students and for each ethnic subgroup.
- 1.1.8 The percent of students maintaining Level 4 or 5 on FCAT performance will increase by at least two (2) percentage points a year.
- 1.1.9 On Total FCAT Points, traditional schools will perform at least .4 standard deviation points above the previous year's performance OR at least .4 standard deviation points above the line of predicted performance.
- 1.1.10 On Total FCAT Points, secondary schools of choice will demonstrate at least ten percent (10%) growth over the previous year's performance OR will perform at least 2.4 standard deviations above the line of predicted performance.

## Projects

Performance Appraisal System      Performance Assessment System  
Closing Achievement Gap      21<sup>st</sup> Century Skills  
Parent/Communication Engagement  
Learning Management System to Support Instruction

# Goal 1: Student Achievement

## Operational Expectations

### **2. Close the achievement gap**

#### Outcome Indicators

- 1.2.1 Annually the participation rate of all eligible students and each ethnic subgroup in Advanced Placement (AP) courses, the International Baccalaureate (IB) program, the Cambridge AICE program, and the Dual Enrollment (DE) will increase by two (2) percentage points.
- 1.2.2 Annually, the performance rate of all eligible students and each ethnic subgroup enrolled in advanced programs { Advanced Placement (AP) courses, International Baccalaureate (IB) program, and the Cambridge (AICE) program, and Dual Enrollment (DE)} will achieve the designated score of three (3) or higher on the AP exam, four (4) or higher on the IB exam, and Level E or higher on the AICE exam, and a grade “C” or better in Dual Enrollment program will increase by one (1) percentage point.
- 1.2.3 All students in each AYP subgroup in each grade level will outperform peers in Florida as measured by FCAT proficiency in reading, mathematics, and science.
- 1.2.4 Each school will increase the percentage of students achieving a score of 4.0 or better on FCAT Writing by at least five (5) percentage points annually or maintain ninety-five percent (95%) or better of their students achieving a score of 4.0 on FCAT Writing.
- 1.2.5 The District will decrease the FCAT proficiency achievement gap between minority and majority students in reading and math by at least two (2) percentage points annually with majority students maintaining or improving their performance.

#### Projects

Performance Appraisal System	Performance Assessment System
Closing Achievement Gap	21 <sup>st</sup> Century Skills
Parent/Communication Engagement	
Learning Management System to Support Instruction	

**Operational Expectation**

***3. Deliver quality non-core area learning opportunities that provide students with a well-rounded education.***

**Outcome Indicators**

- 1.3.1 By 2013, each school will attain a minimum of one (1) of the following award designations: Excellence in Visual Arts (E.V.A.); Excellence in Physical Education Award (E.P.E.A.); Power Media; Music Demonstration School; or ATTAIN Excellence in Technology Award .
- 1.3.2 By 2013, ninety percent (90%) of all high school students enrolled in a Career and Technical Education (CTE) program of study, who participate in the approved industry certification assessment, will achieve a passing score on the assessment.

**Projects**

21<sup>st</sup> Century Skills

Parent/Communication Engagement

# Goal 1: Student Achievement

## Operational Expectations

### **4. Promote student acquisition of 21<sup>st</sup> Century Skills**

#### Outcome Indicators

- 1.4.1 By 2015, every Brevard eighth grade student will be technology literate as indicated by score reports from the Student Tool for Technology Literacy.
- 1.4.2 By 2013, the district will develop and implement regular formative assessments to be utilized in core content that measures both 21<sup>st</sup> Century skills and content mastery.
- 1.4.3 During 2011-2012, baseline data will be collected from a student survey (3<sup>rd</sup> – 12<sup>th</sup> grades) on items pertaining to synthesis and application of content, individual and collaborative problem solving, opportunities to defend thinking and communicate outcomes, self-efficacy, academic rigor, and perceived content mastery.

#### Projects

Closing the Achievement Gap  
21<sup>st</sup> Century Skills



**Operational Expectations**

***1. Provide adequate and appropriate facilities***

**Outcome Indicators**

- 2.1.1 Achieve one hundred percent (100%) Level of Service using membership redistricting and program modification by 2012-2013.
- 2.1.2 By 2012-2013, equitably maintain one hundred percent (100%) of the classrooms will be equipped with specified instructional hardware to meet the 21<sup>st</sup> Century Classroom standard.
- 2.1.3 Annually, provide a student to computer equity ratio of fewer than five (5) students per one (1) modern computer with a refresh cycle every four (4) years.
- 2.1.4 Achieve one hundred percent (100%) availability of “wireless” capacity, allowing students and staff reliable access to networked resources using mobile network/communication devices by 2011-2012.
- 2.1.5 The District will fund the maintenance function beginning in fiscal year 2011-2012 at \$1.25/SQ. FT. to maintain the fiscal year 2010-2011 level of service not to exceed statewide maintenance costs per square feet. Future funding will be at or below the statewide maintenance costs.
- 2.1.6 By 2017-2018, the District will complete the structured cabling component at every school.

**Project**

Facilities/Programmatic Planning

**Operational Expectations**

**2. Maintain a safe work and learning environment**

**Outcome Indicators**

- 2.2.1 Annually achieve a one hundred percent (100%) correction rate for identified maintenance operations and fire safety, casualty, and safety and sanitation deficiencies.
- 2.2.2 Annually achieve a fifty percent (50%) correction rate for indentified capital project deficiencies, if funding is available.
- 2.2.3 By 2016, ninety percent (90%) of all employees will strongly agree or agree with survey statement pertaining to safety of the work environment and management of student conduct.
- 2.2.4 During 2011-2012, baseline data will be collected from a student survey (3<sup>rd</sup> – 12<sup>th</sup> grades) on items pertaining to bullying, management of student conduct, and overall school safety.
- 2.2.5 Annually, the District will maintain an average Workers' Compensation frequency equal to or less than 388 claims.
- 2.2.6 The District will reduce the number of School Environmental Safety Incident Report (SESIR) incidents by fifty (50) per one thousand (1000) students by the end of the 2011-2012 school year as compared to 2008-2009 District SESIR data.

**Project**

Facilities/Programmatic Planning

**Operational Expectations**

**3. Foster shared purpose and collaboration throughout the organization**

**Outcome Indicators**

2.3.1 By 2016, ninety percent (90%) of all employees will strongly agree or agree with survey statements pertaining to:

- Utility of organizational values and goals.
- Collaboration and universal ownership.

**Projects**

Performance Appraisal System

Performance Assessment System

Closing Achievement Gap

21<sup>st</sup> Century Skills

Parent/Communication Engagement

Facilities/Programmatic Planning

Learning Management System to Support Instruction

**Operational Expectations**

***1. Recruit and retain the highest quality staff***

**Outcome Indicators**

- 3.1.1 Maintain a rank of top three (3) in compensation and health benefits at competitive market levels to attract and retain a quality workforce annually. (Central School Board Coalition)
- 3.1.2 Annually, the district enhanced minority recruitment program will reflect fifteen percent (15%) of the teacher population and increase the retention rate of minority teachers by five percent (5%).
- 3.1.3 By 2016, ninety percent (90%) of all teachers with one (1) to five (5) years of service will agree that Brevard Public Schools employs effective strategies to retain quality teachers.
- 3.1.4 By 2016, ninety percent (90%) of all employees will strongly agree or agree with survey statements pertaining to job satisfaction, self-efficacy, administrative support, and adequacy of instructional resources.

## Goal 3: Capable and Engaged Workforce

### Operational Expectations

#### **2. Build leadership and job-related capacity at every level of the organization**

### Outcome Indicators

- 3.2.1 Minority participation in defined leadership programs will be commensurate with the percentage of individuals in applicable pools.
- 3.2.2 By 2016, ninety percent (90%) of employees will strongly agree or agree with survey statements pertaining to involvement in individual and organizational goal-setting and leadership opportunities.

### Projects

Performance Appraisal System

Performance Assessment System

## Goal 3: Capable and Engaged Workforce

### Operational Expectations

### ***3. Promote continual learning and innovation through reasonable levels of autonomy, accountability and ownership***

#### Outcome Indicators

- 3.3.1 Ninety percent (90%) of schools will be recognized as national models of Professional Learning Communities (PLCs) at Work by 2015.
- 3.3.2 By 2016, ninety percent (90%) of all employees will strongly agree or agree with survey statements pertaining to staff's continual learning, innovative practice, and perceived autonomy and accountability.

#### Projects

Performance Appraisal System	Performance Assessment System
Closing Achievement Gap	21 <sup>st</sup> Century Skills
Parent/Communication Engagement	Facilities/Programmatic Planning
Learning Management System to Support Instruction	

## Goal 4: Fiscal Responsibility and Organizational Effectiveness

### Operational Expectations

#### **1. Maintain effective and efficient resource management**

### Outcome Indicators

- 4.1.1 By 2013-2014, Brevard Public Schools will rank in the top five (5) in Florida in the percentage of classroom spending, first in spending at the school level, and last in district level administrative spending.
- 4.1.2 Continue to achieve national certification in annual financial reporting and budget presentation.
- 4.1.3 By 2011 – 2012, develop a comprehensive matrix to measure operational school support services for multiple processes/audits.
- 4.1.4 By 2011-2012, explore innovative ways to generate revenue.

### Project

Facilities/Programmatic Planning

## Goal 4: Fiscal Responsibility and Organizational Effectiveness

### Operational Expectations

- 2. Utilize strategic planning that provides organizational focus and fosters continuous improvement***

### Outcome Indicators

- 4.2.1** By 2016, eighty percent (80%) of all instructional employees will agree that School Improvement Plans (SIPs) are functional and effective.

### Projects

Performance Appraisal System	Performance Assessment System
Closing Achievement Gap	21 <sup>st</sup> Century Skills
Parent/Communication Engagement	Facilities/Programmatic Planning
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**Operational Expectations**

**3. *Maintain effective school/community communications and partnerships***

**Outcome Indicators**

- 4.3.1 Annually, the District will increase or maintain volunteer hours to represent twenty (20) hours per student.
- 4.3.2 Annually, parent participation in school sponsored informational and support activities will increase by three (3) percentage points.
- 4.3.3 During 2011-2012, baseline data will be collected from the annual parent survey on parent satisfaction with the utilization of Edline.
- 4.3.4 By 2011 –2012, Brevard Public Schools will develop and implement a Strategic Communication Plan.
- 4.3.5 By 2012, the District will implement and establish baseline data with the number of businesses recognized as Education Friendly Workplace (EFW).
- 4.3.6 Annually, all schools will be represented at a minimum of five (5) parent leadership meetings.
- 4.3.7 Annually, all schools will be represented at the Parent Involvement Conference and the participation rate of all parents will increase by three percent (3%).
- 4.3.8 Annually, the percentage of parents feeling well informed and satisfied with their child’s school will increase by five (5) percentage points.

## **Goal 4: Fiscal Responsibility and Organizational Effectiveness**

### **Project**

Parent/Community Engagement