



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 21st 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.*

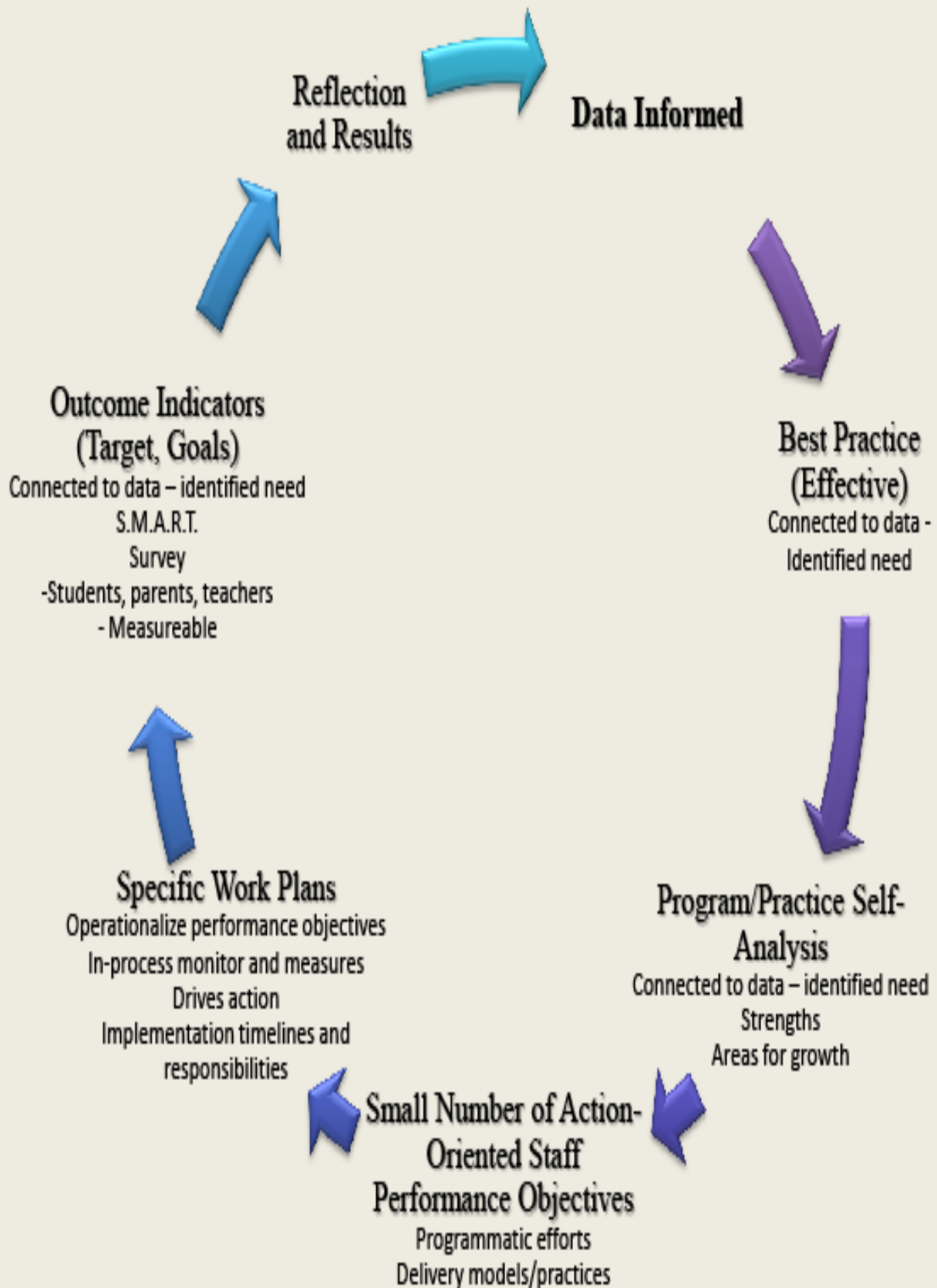
Goal 3: Capable and Engaged Workforce

- 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



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 ~~By 2013, seventy five percent (75%)~~ Annually, the percentage of Brevard's eleventh grade students ~~eligible for a standard diploma,~~ and each ethnic subgroup, ~~will score~~ 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 ~~By 2013~~ Annually, the aggregate number of students awarded a postsecondary degree/credential (AA degree, AS degree, AAS degree, CCC, PSAV) from a postsecondary institution ~~at the time of graduation~~ will increase by ~~ten five percent (105%)~~ as compared to the baseline year (2010).
- 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: ~~against the percent of students in poverty (as determined by participation in the National Lunch Program):~~
 - 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

Outcome Indicators

- 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 ~~two-one~~ (21) percentage points 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

Projects

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

Operational Expectations

2. Close the achievement gap

Outcome Indicators

- 1.2.1 ~~By 2013~~ 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. ~~Collegiate High School based on the state defined eligible population and other individualized readiness factors will increase by ten (10) percentage points from established 2008-2009 baseline data for all students and each ethnic subgroup~~
- 1.2.2 ~~By 2013~~ Annually, the performance rate seventy percent (70%) 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~~ ~~Annually, the number of schools making Adequate Yearly Progress (AYP) will increase.~~
- ~~1.2.4~~ ~~The district will attain AYP by July 30, 2014.~~
- 1.2.35 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.
- 1.2.46 Each school will increase the percentage of students achieving a score of 4.0 or better on FCAT Writing by at least ~~ten-five~~ (510) percentage points annually or maintain ninety-five percent (95%) or better of their students achieving a score of 4.0 on FCAT Writing.

1.2.57 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 21st 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 ~~graduates~~ students enrolled in completing 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. ~~will be eligible for an industry certification.~~
- ~~1.3.3 All schools will provide diversified co-curricular activities designed to enhance student interests in STEM, Accelerated Learning Experiences, Community Service, and Physical, Social and/or Emotional Wellness.~~

Projects

21st Century Skills

Parent/Communication Engagement

Operational Expectations

4. Promote student acquisition of 21st 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~~2~~, the district will develop and implement regular formative assessments to be utilized in core content that measures both 21st Century skills and content mastery.
- ~~1.4.3 By the 2011 school year, all School Improvement (SIP) plans will have an objective targeting student acquisition of 21st Century Skills.~~
- 1.4.~~3~~⁴ ~~During 2011-2012, In a Spring 2011 student survey (3rd – 12th grades),~~ baseline data will be collected from a student survey (3rd – 12th grades) on ~~will be collected from~~ 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
21st 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 201~~2~~1-201~~3~~2.
- 2.1.2 By 201~~2~~1-201~~3~~2, equitably maintain one hundred percent (100%) of the classrooms will be equipped with specified instructional hardware to meet the 21st Century Classroom standard. ~~By 2017-2018, the District will complete the structured cabling component at every school.~~
- 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, ~~which in fiscal year 2007-2008 were \$1.50/SQ. FT.~~
- 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 One hundred percent (100%) of all District employees, volunteers and vendors will complete a Level II background screening prior to working on school property in accordance with State/District policy.~~
- 2.2.12 Annually achieve a one hundred percent (100%) correction rate for identified maintenance operations and fire safety, casualty, and safety and sanitation deficiencies. ~~Achieve a fifty percent (50%) correction rate for identified capital project deficiencies if funding is available.~~
- 2.2.2 Annually achieve a fifty percent (50%) correction rate for indentified capital project deficiencies if funding is available.
- 2.2.3 ~~In a Spring 2011 employee survey, baseline data will be collected from items pertaining to safety of the work environment and management of student conduct. By 2016, ninety percent (90%) of all employees will strongly agree or agree with the survey statement pertaining to safety of the work environment and management of student conduct.~~
- 2.2.4 During 2011-2012, In a Spring 2011 student survey (3rd–12th grades), baseline data will be collected from a student survey (3rd – 12th grades) on items pertaining to bullying, management of student conduct, and overall school safety.
- 2.2.5 Annually, During the 2010-11 school year the District will maintain an average Workers' Compensation frequency equal to or less than 388 claims of claims per number of employees at or less than 4.62% or an average of one (1) claim for every 21.7 employees.
- 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

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

Project

Facilities/Programmatic Planning

Operational Expectations

3. Foster shared purpose and collaboration throughout the organization

Outcome Indicators

- 2.3.1 ~~By 2016, In a Spring 2011 employee survey, baseline data will be collected from items pertaining to the ninety percent (90%) of all employees will strongly agree or agree with survey statements pertaining to:~~
- ~~• Utility of organizational values and goals_ and elements of~~
 - ~~• Collaboration and universal ownership.~~
- 2.3.2 ~~By fall 2010, strategic plan project teams will utilize digital collaboration for cross-functional learning and transparency.~~

Projects

- | | |
|---|----------------------------------|
| Performance Appraisal System | Performance Assessment System |
| Closing Achievement Gap | 21 st 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 ~~Establish~~ 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 the beginning of the 2011–2012 school year, the district will create a survey for teachers completing their first through fifth year of service for Brevard Public Schools to obtain information regarding~~ 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 ~~In a Spring 2011 employee survey, baseline data will be collected from~~ By 2016, ninety percent (90%) of all employees will strongly agree or agree with survey statements ~~items~~ pertaining to job satisfaction, self-efficacy, administrative support, and adequacy of instructional resources.

Projects

Performance Appraisal System

Performance Assessment System

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 2012–2013, the district will incorporate employee learning as a required and monitored component of the evaluation process.~~
- ~~3.2.23 In a Spring 2011 employee survey, baseline data will be collected from~~
By 2016, ninety percent (90%) of employees will strongly agree or agree with survey statements ~~items~~ pertaining to involvement in individual and organizational goal-setting and leadership opportunities.

Projects

Performance Appraisal System

Performance Assessment System

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 2012—2013, the use of the BPS Continuous Improvement Model will be incorporated in personnel evaluation.~~
- ~~3.3.2 In a Spring 2011 employee survey, baseline data will be collected from~~
By 2016, ninety percent (90%) of all employees will strongly agree or agree with survey statements ~~items~~ pertaining to staff’s continual learning, innovative practice, and perceived autonomy and accountability.

Projects

- | | |
|---|----------------------------------|
| Performance Appraisal System | Performance Assessment System |
| Closing Achievement Gap | 21 st Century Skills |
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Operational Expectations

1. Maintain effective and efficient resource management

Outcome Indicators

- 4.1.1 By 2013-2014, Brevard Public Schools will rank first 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 the 2011-12 school year, the BPS Continuous Improvement Model involving collaborative ownership will be evident in school and department improvement plans.~~
- ~~4.2.12 In a Spring 2011 employee survey, baseline data will be collected from items pertaining to knowledge and development of school or department improvement plans, and the functionality and effectiveness of such plans. 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
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Learning Management System to Support Instruction	

Operational Expectations

3. Maintain effective school/community communications and partnerships

Outcome Indicators

- 4.3.1 ~~Foster greater community involvement by annually increasing volunteer hours and maintaining or increasing business partner involvement at each school. Annually, the District will increase or maintain volunteer hours to represent twenty (20) hours per student.~~
- 4.3.2 ~~Annually, p~~Parent participation in school sponsored informational and support activities will increase by three (3) percentage points (3%) each year from the baseline year of 2010-11.
- 4.3.3 ~~By 2011-2012, Edline utilization among students and parents will increase. The proportion of students enrolled in grades three (3) through twelve (12) with an Activated Edline Account will increase to eighty-five percent (85%). The proportion of parents with an Activated Edline Account will increase to eighty-five percent (85%). 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).

Goal 4: Fiscal Responsibility and Organizational Effectiveness

Outcome Indicators

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 five (5) percentage points.

Project

Parent/Community Engagement