



Pembroke Pines Charter Schools  
*Florida*



# STRATEGIC PLAN

## 2015-2021

EMPOWERING STUDENTS  
FOR THE POSSIBILITIES OF TOMORROW!

# Vision, Mission, and Beliefs

## VISION

Our vision, as a community, is to cultivate character and foster life-long learning through a challenging educational experience in a safe environment.

## MISSION

It is our mission to prepare students to succeed in a global society by providing a personalized and rigorous curriculum through excellence in teaching.

## CORE BELIEFS:

Our system believes that:

1. all students are to be treated with dignity and respect and have the right to learn, grow, and maximize their full potential without limitations.
2. collaboration among all stakeholders is vital in meeting the individual needs of all students.
3. all students should be educated in a safe and nurturing environment and have access to a well-rounded and rigorous curriculum.
4. a highly qualified staff is directly related to student success.
5. high expectations for academic achievement will prepare students for college and career readiness.

# The City of Pembroke Pines Charter School System

## An A+ School System

As the governing board of the City of Pembroke Pines, we welcome you to our exceptional city and school system. Our city has so much to offer all of our residents and visitors - lushly landscaped parks, thriving businesses, numerous shopping and dining destinations, cultural activities and attractions, easy access to colleges and universities and most importantly, a high-performing school system.

One of the greatest accomplishments of our city is the Pembroke Pines Charter School System (PPCSS). We can proudly say that PPCSS is not only the first municipally owned and operated charter system in the nation, but it also continues to be the largest and one of the most high-performing as well. Paramount to our success is the belief that we are best when working together. Our city and our school system is a collaboration among elected officials, parents, and the community. This was the basis for founding our schools and continues to drive our success today, resulting in a one-of-a-kind educational system.



Frank Ortis  
Mayor



Angelo Castillo  
Vice Mayor



Ismael Monroig, Jr.  
Commissioner



Jay Schwartz  
Commissioner



Iris Siple  
Commissioner

# Letter From Leadership

On behalf of the City of Pembroke Pines Charter Schools, we are proud to present the system's strategic plan, outlining our system's unwavering commitment to academic excellence, educational equity, and community engagement. The process of creating our strategic plan gives us the opportunity to not only reflect upon our accomplishments, but also refocuses our attention on the continuous improvement process that is essential to our success. These improvement efforts ensure that all children in our system receive the exceptional education that has become the cornerstone of our system.



This strategic plan clearly articulates goals and expectations that target twelve themes collectively aimed at increasing student achievement. These themes fall under four disciplines that drive our goal of preparing students for college, career, and life in a rapidly changing world.

As a school system and a community, we are aware of the resources and commitment necessary for educational excellence and the challenges that we face in the current educational climate. We are continuously encouraged by the endless support of our PPCS community, including our teachers, staff, students, parents, and business partners. We are confident this will continue to promote our culture of academic excellence.



As you review this plan, please keep in mind that it is, in fact, a living document. It is a way for us to focus our efforts and celebrate our successes. We look forward to what the future holds for us and are confident that we will continue to grow and achieve!



# Process of Strategic Plan Cycle



# PPCS Facts at a Glance

The largest and most successful municipally-owned and operated charter school system in the nation.



## School System

For more than 9 consecutive years

## The PPCS System

**5 campuses**

**4 Elementary Schools**

**3 Middle Schools**

**1 High School**

- ◆ PPCSS was honored by the Center for Education Reform (CER) as one of 53 of the nation's best charter schools in 2007.
- ◆ The Pembroke Pines Charter Middle Schools were recognized as a National Blue Ribbon School of Excellence in 2009; and the Pembroke Pines FSU Elementary School recently received the award in 2015.
- ◆ The Pembroke Pines West Elementary campus received the Gold Seal Award from the Consortium of Florida Charter Schools in 2009 for excellence in education.
- ◆ The Pembroke Pines-Florida State University Charter Elementary School, along with the charter school system as a whole, was one of the major components cited by the City of Pembroke Pines for the prestigious All America City Award received in 2004.
- ◆ In 2006, the City of Pembroke Pines received the City Livability Award and Outstanding Achievement Award for the Charter School System.
- ◆ PPCSS is an approved Cambridge Secondary (6-12) System.
- ◆ US News & World Report listed the Academic Village (AV) Campus as one of the nation's best high schools of 2015-16.
- ◆ High School graduation rate is an average of 98% for the past 5 years.
- ◆ Academic Village is not an isolated 6-12 school campus, but a unique cultural and intellectual hub. AV has partnerships with the Broward County Library System, Broward College, and the City of Pembroke Pines Parks and Recreation Departments.
- ◆ PPCSS Schools listed as top 10% in the State of Florida for 2016.
- ◆ ACT and SAT scores consistently surpass state and national scores on each section of the SAT college entrance exam.
- ◆ Advanced Placement exams passing rate is consistently at or above national average.
- ◆ NICHE rankings--PPCHS is the #2 charter high school in the State and FSU Elementary is the top elementary school in the State.
- ◆ As a self-proclaimed College Preparatory school district, PPCSS regularly has over 90% of our graduates continue on to a 2 or 4 year university.
- ◆ Surpassed all Pembroke Pines schools in student assessments.
- ◆ PPCSS earned AdvancED Accreditation as a System in 2013.

**COLLEGE • CITIZENSHIP • COMMUNITY**

# System Facts

PPCSS is a publicly funded charter school system. PPCSS, in accordance with an enabling state statute, has been granted a charter exempting it from selected state or local rules and regulations. As part of the contract, charter schools are held strictly accountable for academic and financial results. Our school system is unique in that it is sponsored by the local school district in partnership with the local municipality, the City of Pembroke Pines. The FSU Campus is sponsored by Florida State University in partnership with the City of Pembroke Pines. The Pembroke Pines City Commission is the governing board for the Pembroke Pines Charter School system, and as such, are responsible for negotiating the schools' charter agreement with its sponsor, exercise oversight of the schools' operations, adopt and maintain an annual operating budget, submit monthly financial statements to the sponsor, implement corrective actions to remedy financial stability, and submit the schools' annual progress report to the sponsor.

## Student Enrollment

Elementary.....	2588
Middle.....	1550
High.....	1751

## Student Demographics

Asian.....	8%
Black.....	23
Hispanic.....	45%
Multi.....	3%
Native American.....	<1%
White.....	21%
Pacific Islander.....	<1%

## Student Primary Language

English.....	80%
Spanish .....	16%
Haitian-Creole.....	1%
Other .....	3%
Portuguese .....	<1%

## Student Exceptionality Participation

Orthopedically Impaired.....	<1%
Speech Impaired.....	2%
Language Impaired.....	1%
Deaf or Hard of Hearing.....	<1
Visual Impaired.....	<1%
Specific Learning Disability.....	3%
Gifted.....	6%
Hospital/Homebound.....	<1%
Autistic.....	1%
Other Health Impaired.....	<1%
N/A.....	85%

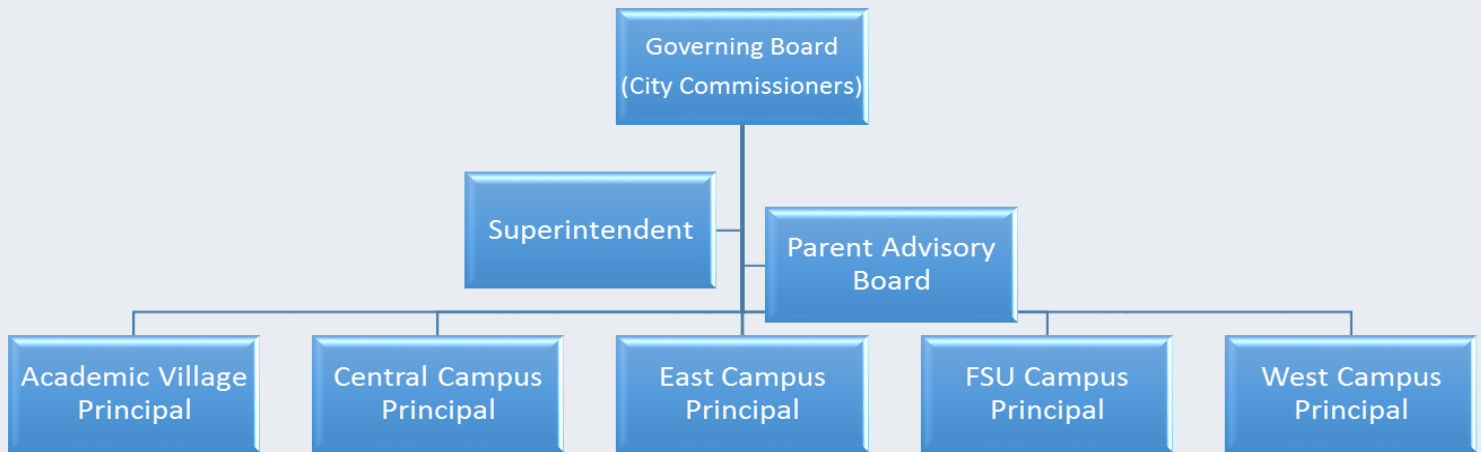
## Student Limited English Proficiency Participation

Enrolled .....	3%
2 Year Follow-Up .....	6%
2 Year Follow-Up Complete .....	12%
N/A.....	79%

## Student Free/Reduced Lunch Participation

Free/Reduced.....	30%
Not Participating.....	70%

# Organization Information



## Governing Board Members

Frank C. Ortis Mayor  
Angelo Castillo Vice Mayor  
Ismael Monroig Jr. Commissioner  
Jay Schwartz Commissioner  
Iris A. Siple Commissioner

## Superintendent

Charles F. Dodge City Manager/ Superintendent

## Principals

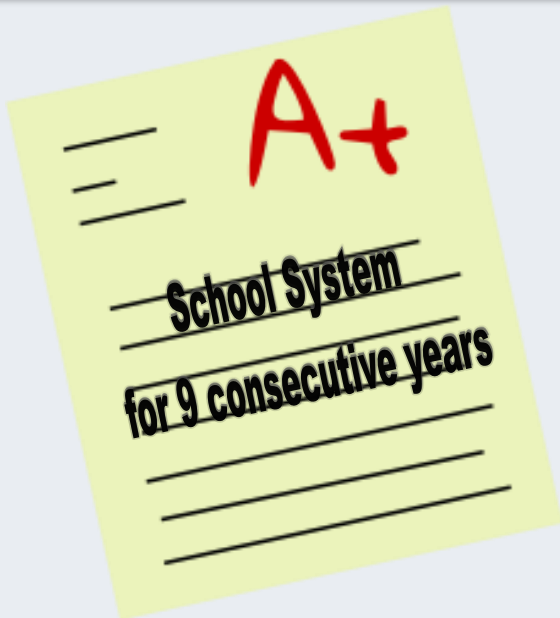
Robin Battle, Interim Principal  
Peter Bayer, Principal  
Michael Castellano, Principal  
Sean Chance, Principal  
Dr. Lisa Libidinsky, Principal  
Kenneth Bass, Principal

## Personnel By the Numbers

Administration.....	19
Instructional Full-Time .....	338
Instructional Part-Time .....	8
Non-Instructional .....	108
Bachelor's Degrees.....	204
Master's Degrees.....	136
Specialist's Degrees.....	14
Doctoral Degrees .....	9
National Board Certification.....	9
Elementary Reading Specialists .....	7
Elementary Math Coaches.....	4
ESE Facilitators.....	17
ESE Specialists.....	6
Speech Pathologists.....	4
Curriculum Specialists.....	7



# PPCS Achieves Excellence



## School Rankings

### Elementary State Rankings

English Language Arts Top 5%

Mathematics Top 8%

Science Top 10%

### Middle School State Rankings

English Language Arts Top 5%

Mathematics Top 6%

Science Top 4%

### High School State Rankings

English Language Arts Top 10%

Mathematics Top 15%

Graduation Rate	2011-12	2012-13	2013-14	2014-15	2015-16
National	79	80	81.4	82.3	83.2
Florida	74.5	75.6	76.1	77.9	80.7
Broward	76.4	75.3	74.2	76.6	78.7
City of Pembroke Pines Charter	96.4	99.3	92.9	99.3	99.8

# Celebrating Success

## Standardized Testing

### Elementary

**ELA—79%**  
**Mathematics—86%**  
**Science—75%**

Our students  
 outperformed all 9  
 public elementary  
 schools in Pembroke  
 Pines by an average of  
 23%

### Middle

**ELA—81%**  
**Mathematics—85%**  
**Science—78%**  
**Civics—94%**  
**Algebra 1—100%**  
**Geometry—100%**

Our students  
 outperformed all 3  
 public middle schools in  
 Pembroke Pines by an  
 average of 12%

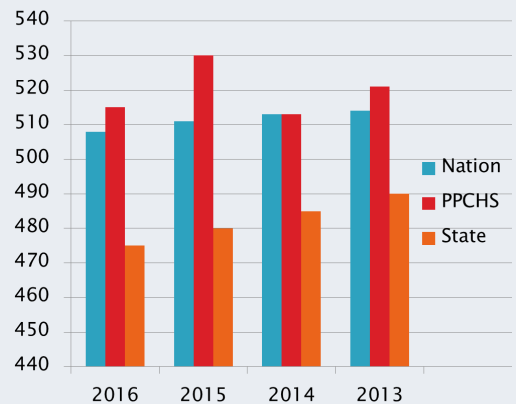
### High

**ELA—79%**  
**Algebra 1—74%**  
**Algebra 2—74%**  
**Geometry—78%**  
**Biology—88%**  
**US History—75%**

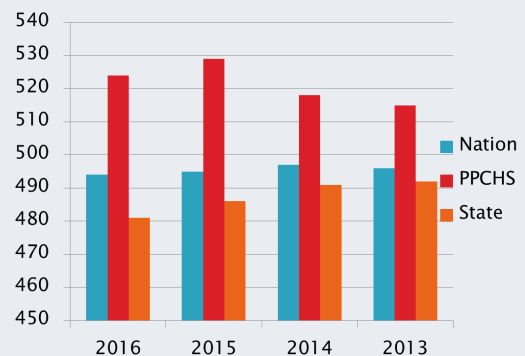
Our students  
 outperformed the other  
 2 public high schools in  
 Pembroke Pines by an  
 average of 12%

**SAT and  
 ACT Test  
 Scores  
 Above  
 State  
 &  
 National  
 Average**

SAT  
Math



SAT  
Reading



# Strategic Priorities

## **Priority 1:**

**Increase the number of students reading on grade level**

## **Priority 2:**

**Maintain graduation rate of 99.8%**

## **Priority 3:**

**Continue to exceed the required Florida community service hours**

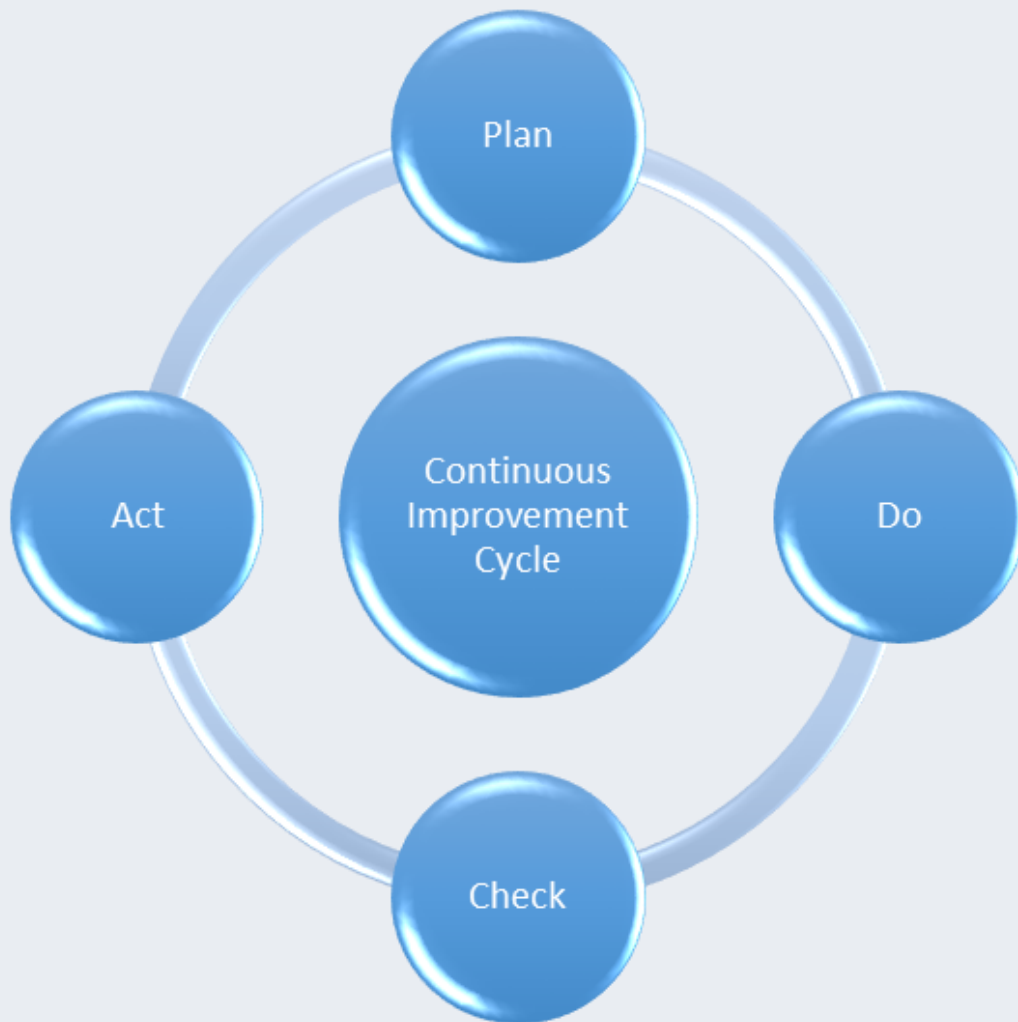
## **Priority 4:**

**Increase the percentage of Highly Effective Teachers**


## **Priority 5:**

**Increase digital learning opportunities for all learners**

# Continuous Improvement Cycle

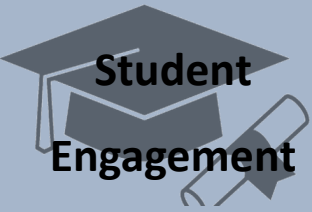


# Learning In Action


Theme	Objective	Strategies	Anticipated Outcomes
 <b>Academic Mindset</b>	Improve the quality of implementation of evidence and research-based instructional strategies across all content areas for all students	Participation in professional development relating to research-based instructional strategies, STEM, and data driven instruction	<p>Increased percentage of students scoring at or above proficiency level on standardized tests</p> <p>Maintained graduation rate.</p>
	Ensure students possess the necessary prerequisite knowledge for the acquisition of higher-level content through vertical and horizontal alignment of core curriculum	Collaboration through system-wide and school based vertical and horizontal alignment meetings	Improved alignment in all areas of the curriculum throughout the system
	Utilize data-informed decisions to meet the individualized learning needs of all students through the implementation of the Universal Design for Learning (UDL) framework	Monitor student data and effectiveness of instructional strategies through tiered instruction, which include data chats, research-based interventions, and individualized instruction	<p>Enhanced implementation of effective differentiated instruction in all areas of the curriculum</p> <p>Increased percentage of students scoring at or above proficiency level on standardized tests</p>
	Promote culture of learning and development for all teaching staff.	Seek and provide more highly qualified professional development opportunities that include but are not limited to national initiatives such as STEM integration	Implementation of researched-based strategies within all classrooms



# Learning In Action

Theme	Objective	Strategies	Anticipated Outcomes
 <b>Student Engagement</b>	Involve students in experiences beyond the classroom in order to develop their leadership, citizenship, service and character skills	Provide multiple and diverse opportunities through clubs, sports and service activities for students to experience personal growth beyond the classroom.	Enhanced social emotional well-being of all students
	Maintain constructive support systems that contribute to school and success at the next level, with an emphasis on college and career readiness	Advocate community resources to help students achieve academic goals and social/emotional well-being	Increased percentage of students scoring at or above proficiency level on standardized tests  Closed achievement gap  Increased learning gains
	Develop and support a 21st Century Learning environment through the use of technology	Expand blended learning strategies, flipped classroom models, and interactive technologies for students.	Increased student achievement through the use of digital resources

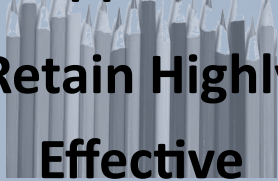
# Cultivating Relationships

Theme	Objective	Strategies	Anticipated Outcomes
 <b>Growth Mindset</b>	Sustain a climate and culture that recognizes the significance of social emotional learning and improves student achievement.	Implementation of system-wide programs that address the social and emotional needs of children, including anti-bullying, character development, peer counseling, conflict resolution and suicide prevention	Reduced system-wide recorded discipline incidents
	Build all learners' capacity for success in order to demonstrate a high degree of skill or competence in all areas of the curriculum	Implementation of Professional learning communities and goal-setting to reach obtainable success	Increased utilization of effective instruction in all classrooms
	Assist all learners in identifying and developing individualized goals and interests in all areas of the curriculum	Establish a comprehensive program that incorporates data analysis, goal setting and reflection	Increased percentage of students scoring at or above proficiency level on standardized tests Increased learning gains
	Support student success and develop trusting relationships between students and adults/peers	Foster the current support systems for healthy academic, social and emotional well-being through mentoring programs	Increased percentage of students scoring at or above proficiency level on standardized tests Increased learning gains

# Cultivating Relationships

Theme	Objective	Strategies	Anticipated Outcomes
 <b>Purpose and Direction</b>	Maintain a clear and unified vision and mission for the system	Continue systematic annual stakeholder review of the direction of the organization	Improved rating on annual climate survey in the mission and vision category
	Involve all stakeholders in a collective investment in the system's implementation of a continuous improvement process	Establish committees that include diverse stakeholder groups to review and revise and make recommendations supporting the system's direction.	Increased number of stakeholders, including community members, that participate in various/activities that discuss the continuous improvement process.
	Empower leaders to achieve and sustain positive change in our schools through a culture of growth and advancement consistent with the organization's vision and mission.	Implement a process that involves committees and peer groups that aide in the decision making processes	System-wide alignment in all areas of the curriculum

# Orchestrating Resources

Theme	Objective	Strategies	Anticipated Outcomes
<b>Recruit, Support, &amp; Retain Highly Effective Workforce</b> 	Attract, hire, and retain a highly qualified and diverse instructional and administrative staff	Create more shared leadership opportunities for staff within the system  Recruit teachers through effective marketing strategies	Maintain continued student growth and high achievement
	Communicate, enrich, and support a continuous improvement process through the implementation of a Multi-Tiered Systems of Support for staff	Incorporate a program that supports teachers at all levels through mentoring programs	System-wide improved teaching practices
	Increase teacher capacity in all areas of the curriculum	Formalize the systematic process that evaluates, supports, and improves professional teaching practices and organizational effectiveness	Increased numbers of Highly Effective rating among instructional staff
	Promote a culture that provides progressive experiences that encourage strong leadership skills.	Provide teachers with leadership roles at school level such as committees, department chairs, and grade level team leaders	Increased percentage of students scoring at or above proficiency levels on standardized testing

# Orchestrating Resources

Theme	Objective	Strategies	Anticipated Outcomes
 <b>Fiscal Resources</b>	Continue to allocate capital resources equitably for all schools	Maintain our budget review process	Attain a balanced budgeted process Maintain high student achievement System-wide alignment of resources
	Manage budget allocation of resources with financial stewardship	Review current revenues, analyze data trends, and accept recommendations for funding allocation	Attain a balanced budgeted Maintain high student achievement



# Orchestrating Resources

Theme	Objective	Strategies	Anticipated Outcomes
 <b>Family and Community Engagement</b>	Maintain parental, community, and business collaboration to support academic and social/emotional development of all students	Involve community partners and stakeholders in the development of all system events	Increased number of participants in system events and activities
	Streamline and enrich communication venues that foster meaningful interactions	Review and update Communication Plan to improve dissemination methods of information	Enhanced system-wide communication