

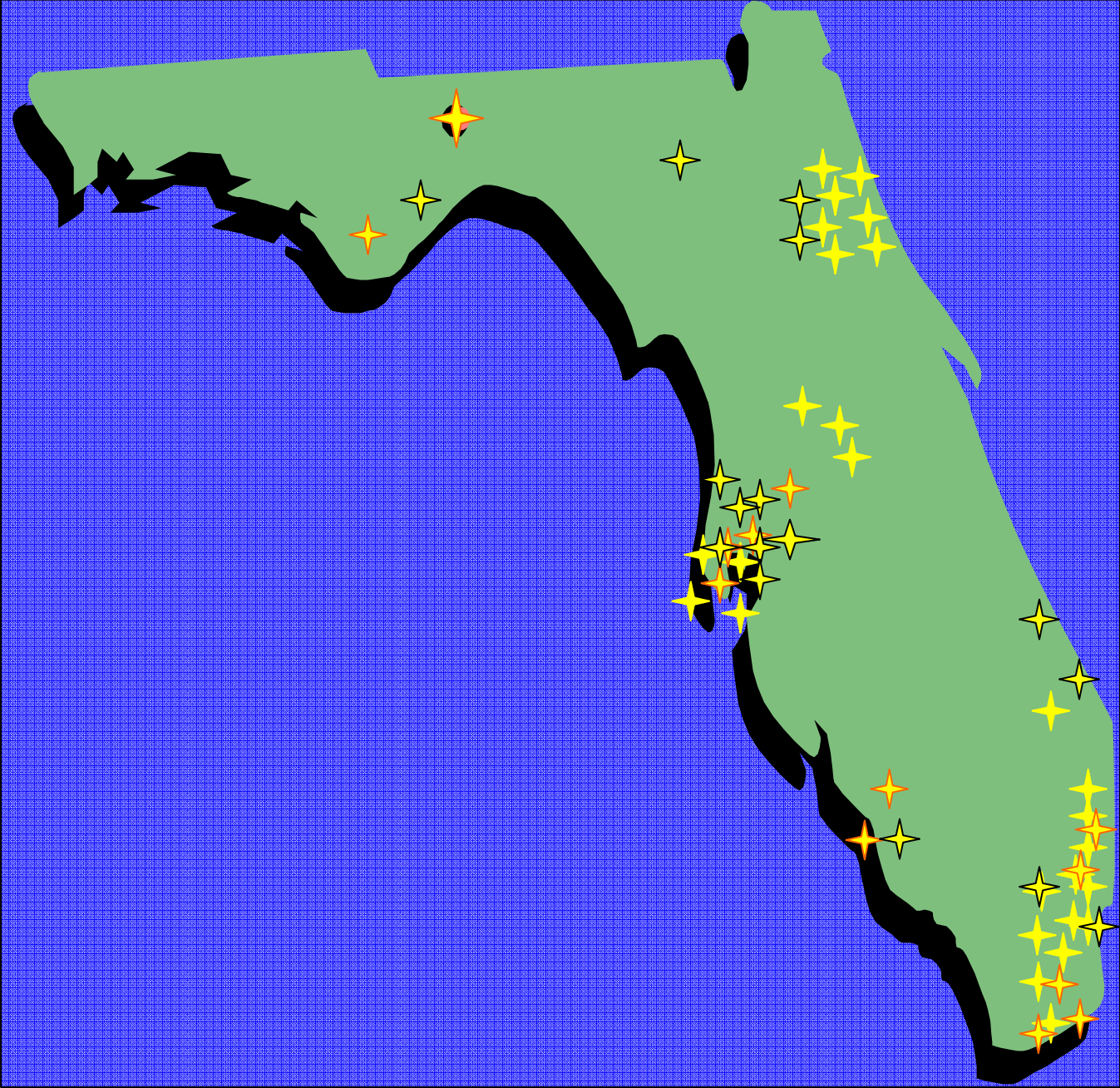


PASS Success Stories:

***Uniting Business and Education
Contributing to Raised Student Achievement
Developing a New Generation of Instructional Leaders***

PASS is a Council for Educational Change model and statewide program. Current and alumni PASS models are in 52 schools statewide. There are an additional four enhancement programs. PASS is sponsored by the Florida Department of Education, corporate and philanthropic partners, and by school districts. **Raymond James Financial** is the statewide program sponsor. The Florida Council of 100 co-founded PASS with the South Florida Annenberg Challenge, the Council predecessor organization, and has supported PASS since it began in 1999.

56 PASS© Schools
Throughout the State
(as of February 2006)



PASS Success Stories: Business & Education Partnerships

The Jeffrey Miller Story

Jeffrey Miller didn't say yes right away. He wanted to be sure. He wanted to be involved in educational improvement, but it had to be a program that felt right and had a good chance to succeed. It had to help students.

After some serious deliberations, he said yes nearly two years ago. He joined the Council for Educational Change's PASS® Model Program (Partnership to Advance School Success), rolled up his sleeves, and dedicated himself to helping Hialeah Elementary's 900 students increase their achievement.

Remarkably, the Florida school raised its FCAT grade from a C to a B—just missing an A. They were one of the few schools in Miami-Dade to achieve Adequate Yearly Progress, a success indicator of No Child Left Behind.

"Good intentions and generosity don't get the job done," Jeffrey says. "When you invest in education, you have to carefully choose how to expend your business and personal commitment capital. That's true of a local business supporting a neighborhood school or a corporation funding a national initiative. PASS develops the Principal's leadership and *that's* what improves a school. PASS challenges the team to think and act out of the box. It delivers bottom-line student achievement."

PASS

PASS is a model that teams CEO mentors with Principals of underperforming schools. It provides support, including an education coach and a variety of Council professional development tools and activities. It increases student achievement by empowering the leadership of the Principal. Jeffrey works closely with Hialeah Principal Carolina Naveiras and PASS education coach Boots Richards, a retired Principal with a long history of success in education.

"You can easily get caught up in just managing your school, and leadership gets lost," says Principal Naveiras. "Jeffrey is relentless in helping me develop my leadership. It's empowering, and most important, it's working. I am a better Principal and our school is soaring."

The corporate mentor brings a business perspective to the partnership and helps the Principal adopt and adapt sound corporate strategies. The participating corporation or PASS funder gives \$100,000 to implement the 3 year program. The Florida legislature provides matching funds through the Department of Education.



Jeffrey Miller with Hialeah Elementary students

"There's no lack of education programs that invite business to the table... choose carefully."

Jeffrey Miller
President and CEO of Weeks Gas
PASS CEO

PASS serves 50 low/mid performing Florida schools, mostly elementary, and administers 4 other programs at schools—enhancement and continuation PASS models. Of the 34,000 students served, approximately 83 % qualify for free and reduced lunch and 84% are minority.

ORIGINS OF PASS

PASS started in 2000, with an important question posed by the Florida Council of 100, a business leadership group that provides state leaders with real-world business and economic perspectives and solutions.

The question — *how could Florida’s business leaders foster and stimulate student achievement in some of Florida’s toughest, chronically under-achieving public schools?*

Two business/community giants, Leonard Miller, then Chair of the Lennar Corp. and Peter Rummell, CEO of the St. Joe Company, tackled the question. Both had educational leadership credentials. Leonard Miller, now deceased, was the Chair of the \$100 million South Florida Annenberg Challenge (Council predecessor organization). He founded the Council and Peter Rummell is a member of its Board.

They brainstormed a program that enlisted top Florida CEO’s to mentor principals in leadership with these cornerstone best practices:

1. *data analysis to benchmark student performance*
2. *incentives and rewards to motivate staff performance*
3. *engagement of parents, business, and community*
4. *evaluate, evaluate, evaluate*

PASS started at seven schools in 2000. It scaled-up to 54 schools and special models by 2006. It spread from 6 Florida counties in 2000, to 12 counties statewide by 2006. There are plans to implement 7-8 more this year.

Jeffrey Miller is Mr. Leonard Miller’s son, a PASS advocate, and an established business and educational leader in his own right. He believes, as did his father, that America’s schools will only be as good or great as their leaders.

THE WORK

Although it has only been about two years since Jeffrey began his PASS work, there are already substantial changes and improvements at the school. Principal Naveiras reports that the close knit, family-centered, Hispanic community has a renewed pride in their school and an infectious “can do” spirit. “When someone of Jeffrey’s caliber gets involved, you can move mountains. His hands on-work and generosity are important, but it is his passion that drives our work,” Principal Naveiras explained. “It’s transforming. You feel special and believe that anything is possible. And then you start to act that way.”

“If we want strong schools, we need to become active forces for change.”



Peter Rummell
CEO, St Joe Company
PASS co-founder

“If every child can get a quality education, every child can succeed.”



Leonard Miller
Chairman, Lennar Corp.
PASS co-founder
Council for Educational Change founder

When Jeffrey Miller started his work at the school, he immersed himself in every aspect of the school and the surrounding community. He walked the halls and campus with the Principal. He met with teachers, students, parents, district staff, and government, religious and community members. He sought and encouraged support and buy-in from every sector. He reviewed the school's curriculum, programs, procedures and improvement plan. He undertook a needs analysis that included everything from the cracked cement at the school house door to a faculty wish list.

Jeffrey Miller and Principal Naveiras focused their energy on the PASS cornerstone strategies mentioned previously. They also pinpointed and prioritized important school environment challenges that can help or hinder student success -- attendance, discipline, and parent involvement.

As his work progressed, Jeffrey learned that meaningful parent involvement—the kind that supports student success—is hard won. He decided to commit another \$100,000 to initiate a second PASS program at the school, the Hialeah PASS Parent Academy with three goals:

1. develop parenting skills that support their student's academic success
2. accomplish 10% gain in Reading achievement
3. increase meaningful parent involvement

Hialeah Elementary Lead Teacher and PASS liaison Miriam Rijo works closely with Jeffrey Miller and his team from Weeks Gas. “We have a lot of wonderful teachers, staff and parents who love this school and love our students.” Ms. Rijo said. “But Jeffrey is in a special category. He knows what has to be done and he knows how to get it done. He is also doing it for the right reason—the children.”

Jeffrey Miller recently won the Miami-Dade County Public Schools Exemplary Partnership Award in the Business Leader category for his PASS work at the school. With typical humility, Jeffrey credited the hard work of all the partners—the Council for Educational Change, the PASS program, the school, the parents, the students, the Miami-Dade District and the community.

“When we work together,” he said, “the students are the winners.”



The Hialeah Elementary PASS partnership was celebrated at a very special event in February 2006, with Florida's Governor Jeb Bush, right, attending. Jeffrey Miller, left, hosted the event which was also attended by Council Board Chair, Steve Saiontz, and thousands of school and community members, including the entire student body.



Part of Jeffrey Miller's \$100,000 PASS contribution went towards a new dual purpose computer lab which he officially opened in this picture with Principal Carolina Naveiras. The lab helps students improve their academic skills, prepare for the FCAT, and develop technology expertise. The lab also serves parents, offering help in supporting their child's school work and improving the parent's technology skills.

THE OUTCOMES

While Jeffrey Miller is quick to credit the hard work of others and point to district and other partnered programs that support the school’s success, there is no doubt that his PASS and PASS Parent Academy have contributed to the school’s upward trend.

A few accomplishments and their supporting strategies are charted below:

RESULTS	PASS STRATEGIES
<p>Accountability grade raised from a C to a B (few points shy of an A) and US Department of Education No Child Left Behind-- Adequate Yearly Progress attained</p>	<p>Approximately 30% of the PASS dollars went for incentives and rewards for teachers and staff, based on increased student achievement.</p> <p>Student performance analysis and application by classroom instruction was prioritized, with a reported 50% increased use of this data by staff.</p>
<p>Volunteerism increased 150%</p>	<p>Weeks Gas/Barbecue Superstore employees logged over 300 volunteer hours at the school.</p>
<p>Increased instructional, technological and leadership skills of staff</p>	<p>PASS encourages and funds quality professional development for school staff, focused on instructional leadership.</p>
<p>Decrease in student discipline referrals by 65%</p> <p>Increased student attendance</p>	<p>Jeffrey Miller and Weeks Gas employees hold monthly barbecues, special events, and give student incentives and rewards for attendance, good behavior, and academic progress.</p>
<p>Increased parent involvement--outpacing last year's by about 100 hours--projected to increase by 5% by end of school year</p>	<p>Established a Parent Academy.</p>

Each PASS school model, and the overall PASS program, is evaluated annually by the University of Miami Evaluation Team. They have evaluated PASS for the last 6 years.

For more information about PASS or any other Council program, please contact Council President and Executive Director Dr. Elaine Liftin, 954.727.9909, or toll free at 1.866.258.0250. Please visit the Council website at: www.changeeducation.org.

PASS Success Stories: Business & Education Partnership

The Mayor's Story

St. Petersburg Mayor Rick Baker knows that schools are the heart of the community. He also believes that quality education and successful students are essential to the well being and future success of any community.

Mayor Baker is relentless in pursuing educational opportunities for St. Petersburg area students. The Council for Educational Change's PASS[®] program is the latest partnership that Mayor Rick Baker is implementing to enhance the education of students in his Florida community.

Mayor Baker was a special guest at a Council Board meeting in September, 2005. He shared information about his Corporate Partners program begun with nine corporations and nine middle schools in 2003. The corporations provided mentors from their ranks and other services for the schools. Now, all of the city's 47 schools have at least one partner.

THE PARTNERSHIP

After the meeting, Council Chair Steve Saiontz and Mayor Baker explored bringing the Council's PASS program to St. Petersburg. PASS is a corporate mentorship program, centered on developing the leadership of Principals with the help of a CEO mentor.

Municipal PASS was born.

This collaboration is an entirely new kind of educational partnership. It unites the city of St. Petersburg, the Council for Educational Change, the Pinellas School district, the Florida legislature and Department of Education, and local corporate leaders through the Council's PASS program. The Council believes that this powerhouse program can serve as a model for other communities throughout the nation, seeking innovative ways to raise student achievement.

"Municipal PASS is a new way to approach partnered school improvement," said Steve Saiontz. "We know that leadership is the key. We know that partnership is the method. Municipal PASS brings the added value of involved local government. This is one to watch."

In short order, Mayor Baker identified local CEO's and community groups who were excited to sign on as PASS corporate mentors and support for seven local schools. Mayor Baker also provides administrative assistance through his office.



In the back row, Council President and Executive Director Dr. Elaine Liftin (to Mayor Baker's right) and Mayor Rick Baker with some students who will be served through the Municipal PASS program.

"If our city is going to be the best it can be, if our neighborhoods are going to be the best they can be, and if our businesses are going to be, then our schools must also be the best they can be."

**Rick Baker
Mayor of St. Petersburg, Florida**

THE PROGRAM

PASS teams corporate leaders with Principals of schools where student achievement could be improved—not those in need of intensive care, but those not performing to their potential.

PASS was the brainchild of the Florida Council of 100 and the \$100 million South Florida Annenberg Challenge, the Council's predecessor organization. In looking for ways for corporate leaders to help move the needle in student achievement, they formed PASS.

Its focus is the development of the leadership of the Principal, empowered and supported by a CEO mentor. Through its extensive experience and research, the Council identified leadership as the number one contributing factor in boosting and sustaining student achievement. PASS has a seven-year track record, has been extensively evaluated, and is a proven contributor to improved school and student performance.

The participating PASS CEO contributes approximately \$100,000 to implement a school model. This is matched with Florida Department of Education funds and district resources. The Pinellas School District is actively supportive of this program.

The funding is used flexibly, to support activities at the school that respond to needs, but every Municipal PASS incorporates these fundamental best practices:

1. *data analysis to benchmark student performance*
2. *incentives and rewards to motivate staff performance*
3. *engagement of parents, business, and community*
4. *evaluate, evaluate, evaluate*

THE PARTNERS

Municipal PASS corporate mentors have a distinguished history of educational involvement and some are affiliated with, and support the Council. Among the partners and sponsors are: Goodwill Industries, Jean and Ted Wittner, and Gerry and Cathy Hogan, Raymond James Financial, Universal Health Care, Florida Blood Services, Amscot, Progress Telecom, SunTrust, American Opportunity for Housing, Inc., College of Business, USF St. Petersburg, BB&T, Film Technologies International.

Although it is too soon to evaluate the effectiveness of PASS on student achievement, there are already positive reports about the program being off to a great start, including improved teacher morale. Elliott Stern, a former PASS CEO at Mt. Vernon Elementary School and Senior Vice President with Raymond James, is now a general advisor to the program. Through his hands-on PASS work at Mt. Vernon, Mr. Stern saw the school's grade rise from a D to an A. He is excited about his work with Municipal PASS and predicts success. "It's not just the excitement of something new, it's the feeling of change in the air," he says.

For more information about Municipal PASS, PASS, and the Council, please contact President and Executive Director Dr. Elaine Liftin, 954.727.9909 or toll free at 1.866.258.0250. Please visit the Council website at: www.changeeducation.org. For more information about Mayor Rick Baker's educational initiatives and programs, please contact Dr. Sara Lind, Deputy Director, St. Petersburg Mayor's Office at 727-893-7171. Please visit the St. Petersburg website at: www.stpete.org.



Mayor Rick Baker, left, Council President and Executive Director Dr. Elaine Liftin, center, and Elliott Stern, Senior Vice President, Raymond James, Municipal PASS consultant and former PASS CEO at the launch of the Municipal PASS program on January 6, 2006 in St. Petersburg.

PASS Success Stories: Business & Education Partnership **Reflections FROM our PASS CEO's and Principals**

What leadership lessons have you learned as a result of your partnership?

We have learned that no matter how busy our schedules are that for this partnership to be effective we must find time to meet as a triad.

The CEO witnessed that schools are much different than the general business world. Business principles apply in both settings; however, rules don't always apply to the educational setting as they do in business. The CEO has the responsibility and the authority to implement needed changes, whereas the principal must answer to multiple tiers of school hierarchy.

Dialogue with the CEO has been "a positive driving force" in decision making.

Strengthening of skills necessary for leadership of a successful school, importance of teamwork and empowerment of teachers to create and implement programs they feel will benefit the children.

Encouraging teachers to voice their opinions concerning school issues.

Broadening partnerships by encouraging businesses surrounding the school to become an active part of our family.

Initial time spent on developing a strategic plan will be beneficial for staying focused on the results and for monthly triad meetings.

To communicate more with parents, to "be short and to the point".

Use data more often in decision-making. The CEO and coach are valuable for success.

The positive exchanges of ideas and hands-on activities from the CEO and his staff have made the PASS program exemplary and an asset to the school and to the community.

The leadership lesson I've learned is to listen more. People will solve their own concerns when given the opportunity.

My CEO is teaching me how to think like a business person. When I am told that I can't do an initiative that I know is good for kids, I now say "why not and begin looking at the initiative from the point of view of a business leader."

Collaboration and follow-up are critical as the school moves to successfully reach its' goals.



Boca Ciega High School in Gulfport, Pinellas County, held a major school and community event to launch their PASS model in January 2006. The event was hosted by Principal John Leanes, Pinellas Superintendent Dr. Clayton Wilcox, and PASS CEO and Council Board member, Dr. Akshay Desai.

I have learned that as an administrator, I am charged with the task of providing a climate where teachers are encouraged to take risks and act as coaches. I have to make it abundantly clear that everyone on the team is important and find every opportunity to say thank-you for their winning efforts. I must have the vision and passion to continue forging ahead while creating a professional, safe, secure, and encouraging environment where everyone feels appreciated, listened to, and respected.

What changes have occurred in the way your school goes about improving student achievement as a result of your involvement in PASS?



PASS program schools are also supported by other Council programs and tools. Many PASS schools participate in the Council's Wachovia Foundation Teachers and Teaching Initiative program, designed to help new and beginning teachers stay in the profession and develop into quality teachers. Above are some of the veteran teachers who serve as mentors for the beginning teachers in selected PASS schools throughout the state. The Wachovia program is now in its second year. Wachovia funded the program in part because of the PASS program in the amount of \$785,000.

Attendance incentives have helped to increase staff and student attendance. Partnerships enabled school to enhance After-School Tutoring Program for below level students by providing monetary incentives for tutors.

CEO's employees provided in-house tutoring for low-achieving students.

Building renovations provided an improved learning environment for students and teachers.

Establishment of a computer lab enhances reading, math, and computer skills.

Establishment of Parent Academy and parent literacy classes improved home/school communication and cooperation.

Our teachers are engaged in learning communities/study

groups which focus on discussing best practices and effective instructional strategies.

Bimonthly Progress Monitoring sessions where students' strengths and weaknesses are shared and plans of action for improvement are developed for individual students.

Data analysis and FCAT specifications mini team meetings/workshops were conducted by our coach to ensure that teachers covered the required benchmarks before the FCAT tests were administered and that there is an alignment with the curriculum, instruction and assessment.

Using data to improve instruction, not just look at student achievement.

What incentives has your school utilized that has made a difference in your school?

School T-shirts and gift cards from Barnes & Nobles, Wal-Mart

We use PASS funding for incentives for students to attend Saturday Academy. We were able to take all the students to “Wanna Do City” before we embarked on the MicroSociety Project.



Shown here are some students at a celebration at Palm Lakes Elementary in Miami-Dade. Palm Lakes raised their school grade from a D to an A in 2004 and sustained that A in 2005. This was achieved under the leadership of Principal Alina Iglesias and with support of the PASS program, sponsored by the Graham Family Foundation with special involvement from Beth Martinez, a Graham Family member and Council Board Member.

Student recognitions through morning television, special events with food, prizes, and time with the principal.

Gift cards, electric scooters, shopping sprees, movie tickets, ice cream sundae parties, rides in limousines, and lunches at restaurants for our students to encourage high achievement. We also purchased lanyards, academic/citizenship/ and attendance pins for our awards ceremonies held each nine weeks. For the teachers and staff, we have given stipends for tutoring students after school and on

Saturdays, supplemented funds for sending teachers to IRA and other conferences, and provided gifts and tokens of appreciation during Teacher Appreciation Week. To encourage parental involvement, we have provided door prizes, meals and gas cards during workshops.

Monetary incentives for tutorial staff, attendance incentives for staff and students, motivational and orientation sessions at local hotels, and encouragement of student organizational skills by providing each child a book bag.

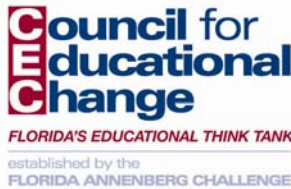
Team building activities, professional development and training.

Expectations Family Nights, summer planning meetings, a staff welcome – back breakfast, pre-school curriculum training and a “Walk to School” event for students and parents.

A parent/student laptop check out program for students in the Academy of Reading and the A+ Learning program.



PASS holds Annual Meetings, such as shown above, gathering PASS Principals, Corporate Leaders, Education Coaches, and special guests, to network and plan for the future. From left to right, PASS coordinator, Mike Kinghorn; Braulio Colon, Florida Department of Education representative; and Dr. Elaine Liftin, President and Executive Director of the Council for Educational Change.



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