



## **Shared Vision for the Future: Brooks DeBartolo Collegiate High School Strategic Plan 2023–2026**

Across our nation, the most successful schools regularly engage in a healthy planning process that includes collaboration among the broad spectrum of their constituency groups, also known as stakeholders. These successful schools rely on organizational integrity and leadership to create a strategic vision for the future of their school. Our Strategic Plan is the byproduct of concentrated efforts that included cross-community collaborations where we received feedback from the valued stakeholders of the Brooks DeBartolo community through workshops and surveys as well as review of Board and administration goals.

The strategic planning process enabled us to gain a greater understanding of Brooks DeBartolo's strengths and the challenges facing us today. It gives us a tool for concentrating our efforts and monitoring our progress. Importantly, it made us aware that we share a common vision for our school and for our students.

### **BDCHS Mission**

Brooks DeBartolo Collegiate High School strives to be a model collegiate high school, offering a broad educational program, for students from diverse backgrounds. Within a caring, respectful, and inclusive environment, the school is committed to instilling in each student a desire to learn, take appropriate risks, overcome challenges, and become life-long learners.

### **BDCHS Vision**

To provide all students with an experiential, collegiate education which prepares them to become leaders in their communities and beyond.

## About Brooks DeBartolo Collegiate High School

Brooks DeBartolo Collegiate High School (BDCHS) opened in 2007 when founders Derrick Brooks and Eddie DeBartolo identified the need for a small, quality charter high school that would prepare students for post-secondary education through a rigorous college preparatory program. Although Mr. Brooks and Mr. DeBartolo each operated individual charitable organizations that supported youth, community organizations, mentoring programs, and educational opportunities, the two men joined to form Brooks DeBartolo Charities with the following purpose: to create a new educational opportunity for high school students in the Tampa Bay area. BDCHS became the first traditional charter high school in Hillsborough County as a result of the combined efforts of these two individuals.

BDCHS serves students throughout the Tampa Bay region, creating a diverse student population. Students matriculate from various school settings: traditional public and charter, private, out of state, and home education programs. The number of students applying to BDCHS has increased consistently over the years, resulting in the need for a lottery and waiting list per Florida Statute.

The school is comprised of a group of dedicated educators who work collaboratively to foster growth and learning among all members of the BDCHS community. With the shared purpose of preparing students for college and career, the staff works to provide educational supports and enrichment to all students in a caring and respectful environment. This support includes two Exceptional Student Education professionals, and an English Language Learner resource teacher. Integral to the support systems of the school, BDCHS has five student services professionals who oversee multi-tiered system of support (MTSS), Florida's Response to Intervention (RtI) program, school-wide assessment programs, dual enrollment, college and career counseling and social-emotional support. BDCHS has two school counselors who participate actively in progress monitoring, provide support interventions, and counsel our students to ensure they have a solid educational plan to be prepared for post-secondary opportunities. School counselors and staff members assist students in the active pursuit and receipt of college scholarships and acceptances. In addition, BDCHS has a Research elective department that supports students in need of remediation, extra help, and skill building. We also offer intensive reading, intensive math with individualized math support through computer-based platforms, and after-school tutoring.

To expand students' opportunities to explore career options, BDCHS focuses on community engagement, service learning experiences, and a wide variety of extra-curricular activities. Through a myriad of community service projects, BDCHS students positively impact the local community through service and action. Special courses and clubs are embedded in the school program that directly address such experiences.

The athletic program is an extension of the academic program, offering basketball, baseball, softball, soccer, bowling, tennis, volleyball, flag football, and cross-country. BDCHS believes that athletics are critical to a well-

rounded academic program. Student athletes understand they must maintain a strong focus on academic achievement so they may be successful in the classroom as well as on the court or field.

### **School Recognitions and Awards:**

Within five years of opening, Brooks DeBartolo began being recognized for its effectiveness. In 2013, Brooks DeBartolo was named a High Performing Charter School by the Florida Department of Education and was named a finalist for Nonprofit of the Year by the *Tampa Bay Business Journal*. The school community was proud to be recognized as a National Blue Ribbon School of Excellence by the United States Department of Education in 2015.

Brooks DeBartolo's reputation for success has continued to the present. The school was named One of America's Most Challenging High Schools by the *Washington Post* for multiple years since 2012. The school is regularly listed in U.S. News and World Report's best high schools report, most recently ranking 3<sup>rd</sup> in Hillsborough County and ranked 45<sup>th</sup> of the top 50 Florida High Schools. BDCHS was also ranked 2<sup>nd</sup> in the Best Charter Schools in the Tampa Area by Niche.com and holds the spot of Best Charter School of Tampa by the Tampa Award Program for 2022. Academic excellence and rigor have also been proven through an A school grade by the Florida Department of Education, as well as ranking in the top three overall for Florida Standards Assessment (FSA) scores in Hillsborough County Public High Schools.

Students explore and thrive in academic, art, and athletic competitions where they compete at the state level, and sometimes at the international level. Examples of such competitions include Odyssey of the Mind; Marine Advanced Technology Education (MATE) Remotely Operated Vehicles (ROV); History Bowl; Poetry Out Loud; Native American Art Contest, and STEM Fair. Students and faculty have also been recognized for their volunteerism, high character, and through the National Merit program.

The school celebrates the proud moments of the student body and other members of the community for their accomplishments and contributions. Each member of the school community contributes to school-wide effectiveness and goes above and beyond to ensure that Brooks DeBartolo continues the "Tradition of Excellence."

## Strategic Planning Process:

### January 2022 – November 2022

- September 2021 - The BDCHS Board of Directors appointed Norma Matassini, M.Ed, as the Strategic Planning Committee Chairperson.
- November 2021 – Directors began working in committees to focus on five main themes: Governance, Finance, Education, Technology, and Development.
- January 2022 – The BDCHS faculty and staff contributed ideas, concerns, and thoughts in a Strategic Planning Workshop.
- February 2022 – BDCHS parents contributed ideas, concerns, and thoughts in a Strategic Planning Workshop
- March 2022 – Board Committee members reviewed and considered all the input received through Workshops.
- March-April Climate surveys were distributed to all parents, students, faculty, and staff. The surveys were analyzed and culled for insights that would aid in strategic planning.
- April 2022 – Student leaders were given the opportunity to contribute their thoughts on the Strategic Plan.
- April-May 2022 – BDCHS Administration drafted the framework for the three-year plan, including revised Mission and Vision statements and pillars based on the contributions received from stakeholders. The pillars were adjusted to include Academic Excellence; Climate and Culture; Governance and Leadership; and Finance and Facilities.
- November 2022 – The BDCHS Board of Directors approved the final Strategic Plan for 2023-2026.

**This Strategic Plan will be reviewed annually in committees, by the principal, and by the Board of Directors, 2023-2026.**

## Principal's Message

It is with great pride that we present this Strategic Plan 2023-2026 to all Brooks DeBartolo Collegiate High School stakeholders. I am grateful to all who have been a part of this strategic planning process. Their thoughtful input and innovative ideas will enable us to continue to inspire, engage, and respond to the growing needs of our school. This plan is designed to be a dynamic, collaborative, living document that will serve as the foundation in our successful comprehensive pursuit of excellence. We believe every student has the right to a high-quality public education, and we are committed to graduating each student ready for college and career.

The strength of this plan is the alignment and evaluation of BDCHS operations, resources, and programs that assist us in fulfilling our mission. Within this strategic plan, a new learning model, "Continuing the Tradition of Excellence," will be launched at all grade levels to focus on literacy, cognitive capacity, engagement, and social/emotional learning. This year our 1:1 technology initiative, new math and literacy adoptions, and social/emotional programs will be implemented and will enhance our teaching and learning environments.

I am truly honored to serve beside such highly committed staff and Board of Directors who are unwavering in our mission and in the success of our students. We also greatly value the trust and support of our families and community.

Educationally yours,

Cheryl Fernandez, Ed. S.  
Principal

## Board of Directors' Message

As we issue this latest Brooks DeBartolo Strategic Plan, we can look to the past with pride and rejoice in its success. Throughout the past fifteen years, the school has gone through many transformations that have enhanced its mission and propelled its growth as an educational institution of excellence.

BDCHS can also confidently look forward towards its future. If there is a central theme to this new Strategic Plan, it is that we seek to excel in transforming young men and women to become engaged leaders and agents of change. Amazing and prophetic dreams are at the core of this Strategic Plan. As we bring these dreams to concrete implementation, we are confident that we will continue to grow with renewed purpose and vision. This Strategic Plan has been developed to help engage, refocus and inspire our community of stakeholders to think and act strategically. It lays a foundation of broad goals and strategic objectives upon which the school will maximize its growing potential, but it is left to the stakeholders to give form to goals and

objectives that are separated into four integrated pillars: Academic Excellence, Climate & Culture, Finance & Facilities, and Governance & Leadership.

The Brooks DeBartolo Collegiate High School stakeholders must be steadfast in our commitment to provide strong academic opportunities and outcomes for all students. This effort will succeed by preserving a rigorous curriculum, supporting a dedicated faculty that is rooted in the school’s Mission, and maintaining clear, measurable goals for all students.

**ACKNOWLEDGEMENTS:**

BDCHS Principal	Cheryl Fernandez, Ed.S.
Strategic Plan Chair	Norma Matassini, M. Ed
Board of Directors Chair	Derrick Brooks
Board Officers	Norma Matassini, Vice-Chair; John Browne, Treasurer; Judith Bragdon, Secretary
Board Members	Collette Baker; Carolyn Fink; Jenna Hodgens; Jeffrey Kamis; Deiah Riley Rabon; Charyn Selig; Tiffany Sperry; Debra Stultz
Workshop Participants	BDCHS Administration; BDCHS Faculty and Staff; PAC and Parent Participants; Student Leaders; Board of Directors

***We gratefully extend our deepest appreciation to our BDCHS teachers, administrators and families. Without their steadfast support, we would not “Soar to New Heights.”***

## Strategic Pillars 2023-2026

### I. Academic & Cultural Excellence

Goals: To support a community of learners that values a collegiate, well-rounded approach to student-centered learning. To promote the professional and collegial use of technology. To fully engage students in the learning process in an environment that is inclusive and supported by all stakeholders.

### II. Finance & Facilities

Goals: To ensure financial sustainability by procuring the necessary resources and allocating them appropriately, and to properly maintain the existing campus and plan proactively for future needs.

### III. Governance & Leadership

Goal: To review and improve Board policies and governing documents regularly, evaluate and support the school Principal, and recruit Board members, all to continually enhance the ability of Brooks DeBartolo to thrive within its Mission.

## GOALS / OBJECTIVES / STRATEGIES

### I. ACADEMIC & CULTURAL EXCELLENCE

**GOAL #1:** To support a community of learners that values a collegiate, well-rounded approach to student-centered learning.

<b>OBJECTIVE #1: Strengthen our curriculum so that it is comprehensive, cross-curricular, and rigorous.</b>						
<b>Strategies</b>	<b>Persons Responsible</b>	<b>Year Added</b>	<b>Year Deleted</b>	<b>Successfully Completed Each Year?</b>		
				<b>Year 22-23</b>	<b>Year 23-24</b>	<b>Year 24-25</b>
I-1.1A. Monitor, revise, and update the Master Schedule.						

<b>OBJECTIVE #2: Evaluate and strengthen college and career readiness programs.</b>						
<b>Strategies</b>	<b>Persons Responsible</b>	<b>Year Added</b>	<b>Year Deleted</b>	<b>Successfully Completed Each Year?</b>		
				<b>Year 22-23</b>	<b>Year 23-24</b>	<b>Year 24-25</b>
I-1.2A. Monitor, revise, and update course offerings.						
I-1.2B. Increase Dual Enrollment participation by 10% annually.						
I-1.2C. Structure the Student Services Department to include appropriate staff and support for our students and families.						

<b>OBJECTIVE #3: Recruit and retain highly effective faculty and staff who will implement innovative teaching methods.</b>						
<b>Strategies</b>	<b>Persons Responsible</b>	<b>Year Added</b>	<b>Year Deleted</b>	<b>Successfully Completed Each Year?</b>		
				<b>Year 22-23</b>	<b>Year 23-24</b>	<b>Year 24-25</b>
I-1.3A. Foster an environment that promotes growth and collaboration by valuing teacher input.						
I-1.3B. Encourage training and educational development by allowing choice and financial incentives for PD and CEU.						

**GOAL #2:** To promote the professional and collegial use of technology.

<b>OBJECTIVE #1: Provide students with the most current technological tools necessary to fully engage in classroom instruction and enhance the learning environment.</b>						
<b>Strategies</b>	<b>Persons Responsible</b>	<b>Year Added</b>	<b>Year Deleted</b>	<b>Successfully Completed Each Year?</b>		
				<b>Year 22-23</b>	<b>Year 23-24</b>	<b>Year 24-25</b>
I-2.1A. Monitor, revise and update the school technology plan annually.						
I-2.1B. Appraise technology tools as they become available in the field of education in order to implement those that in a cost-benefit analysis would be worthwhile to enhance the BDCHS learning environment.						

I-2.1C. Design and develop appropriate technology-driven learning opportunities to support the diverse needs of different learners.						
I-2.1D. Monitor the need to add a Database Coordinator position and move forward with hiring at the appropriate time.						

**GOAL #3:** To fully engage students in the learning process in an environment that is inclusive and supported by all stakeholders.

<b>OBJECTIVE #1: Provide a well-balanced and safe learning environment for all students that emphasizes the importance of personal wellness activities for the development of the whole student.</b>						
Strategies	Persons Responsible	Year Added	Year Deleted	Successfully Completed Each Year?		
				Year 22-23	Year 23-24	Year 24-25
I-3.1A. Implement Frameworks, Panorama, and PBIS (Positive Behavior Interventions and Supports) to increase social emotional awareness by 10% as measured by the Panorama survey.						
I-3.1B. Implement interventions and incentives for attendance and timeliness.						

<b>OBJECTIVE #2: Establish meaningful partnerships with stakeholders to increase participation and involvement in our school community.</b>						
<b>Strategies</b>	<b>Persons Responsible</b>	<b>Year Added</b>	<b>Year Deleted</b>	<b>Successfully Completed Each Year?</b>		
				<b>Year 22-23</b>	<b>Year 23-24</b>	<b>Year 24-25</b>
I-3.2A. Increase stakeholder participation in BDCHS by 5%.						
I-3.2B. Create team spirit and promote values that are required to work in a collaborative environment.						

## **II. FINANCE AND FACILITIES**

**GOAL:** To ensure financial sustainability by procuring the necessary resources and allocating them appropriately, and to properly maintain the existing campus and plan proactively for future needs.

**OBJECTIVE #1: Analyze the yearly budget and ensure financial sustainability by procuring the necessary resources and allocating them appropriately.**

Strategies	Persons Responsible	Year Added	Year Deleted	Successfully Completed Each Year?		
				Year 22-23	Year 23-24	Year 24-25
II-1.1A. Maximize revenue streams to optimize the quality and rigor of school programs.						
III-1.1B. Oversee major school-wide fundraising efforts and events and increase giving by 10%.						
II-1.1C. Continually strive to improve the safety, functionality, energy efficiency, and security of the campus.						
II-1.1D. Properly maintain the campus.						
II-1.1E. Plan, prioritize, and project cost for deferred maintenance.						
II-1.1F. Prioritize components for facilities upgrades and new construction based on students' future learning needs and allow for flexible phasing process.						
II-1.1G. Create and communicate a financial information reference to increase understanding and awareness of financial activities among faculty, staff, and stakeholders.						

**OBJECTIVE #2: Promote and support an innovative and dynamic learning environment in support of the academic and co-curricular mission and vision of the school.**

Strategies	Persons Responsible	Year Added	Year Deleted	Successfully Completed Each Year?		
				Year 22-23	Year 23-24	Year 24-25
II-1.2A. Attract and recruit the best and brightest teachers by offering an innovative environment and a competitive compensation and benefits package.						
II-1.2B. Research plans to build an expansion to our campus for grades six-eight that includes a multi-purpose space to support the visual and performing arts and athletic facilities.						

### III. GOVERNANCE & LEADERSHIP

**GOAL:** BDCHS will ensure that a talented team of dynamic, visionary leaders, is recruited and developed so that these leaders can continue to promote an educational community in pursuit of excellence.

<b>OBJECTIVE #1: Maintain integrity of the school’s mission and vision and respond effectively to the changing needs of the school community by evaluating and revising its governance and administrative structures.</b>						
<b>Strategies</b>	<b>Persons Responsible</b>	<b>Year Added</b>	<b>Year Deleted</b>	<b>Successfully Completed Each Year?</b>		
				<b>Year 22-23</b>	<b>Year 23-24</b>	<b>Year 24-25</b>
III-1.1A. Annually review and update By-laws and other governance documents as needed.						
III-1.1B. Conduct a yearly Board self-evaluation.						
III-1.1C. Set annual goals for Board approval based on the end-of-year climate surveys provided by the administration.						

<b>OBJECTIVE #2: Conduct the affairs of the school, subject to applicable education law, not-for-profit corporation law and the school’s charter and bylaws.</b>						
<b>Strategies</b>	<b>Persons Responsible</b>	<b>Year Added</b>	<b>Year Deleted</b>	<b>Successfully Completed Each Year?</b>		
				<b>Year 22-23</b>	<b>Year 23-24</b>	<b>Year 24-25</b>
III-1.2A. Operate within the Florida Sunshine laws.						

III-1.2B. Review annual Site Visit Report conducted by HCPS Charter Office.						
III-1.2C. Increase participation of Board members at school activities.						
III-1.2D. Participate in accreditation with Cognia, as required.						