

## VISION

We are committed to provide educational excellence for all.

## MISSION

We provide the highest quality education so that all of our students are empowered to lead productive and fulfilling lives as lifelong learners and responsible citizens.

## CORE VALUES

### **Excellence**

We pursue the highest standards in academic achievement and organizational performance.

### **Integrity**

We build positive relationships through honesty, respect and compassion, which enhance the self-esteem, safety, and well-being of our students, families and staff.

### **Equity**

We foster an environment that serves all students and aspires to eliminate the achievement gap.

### **Citizenship**

We honor the diversity of our community by working as a team to ensure the educational success of all our students and recognize the our obligations go beyond our professional responsibilities to promote democratic principles.





Miami-Dade County  
Public Schools

# DISTRICT GOALS

Ensure achievement of high academic standards by all students

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Develop our students so that they are able to successfully compete in the global economy

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Actively engage family and community members to become our partners in raising and maintaining high student achievement

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Reform business practices to ensure efficiency, effectiveness and high ethical standards

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Recruit, develop and retain high-performing, diverse, and motivated faculty and staff

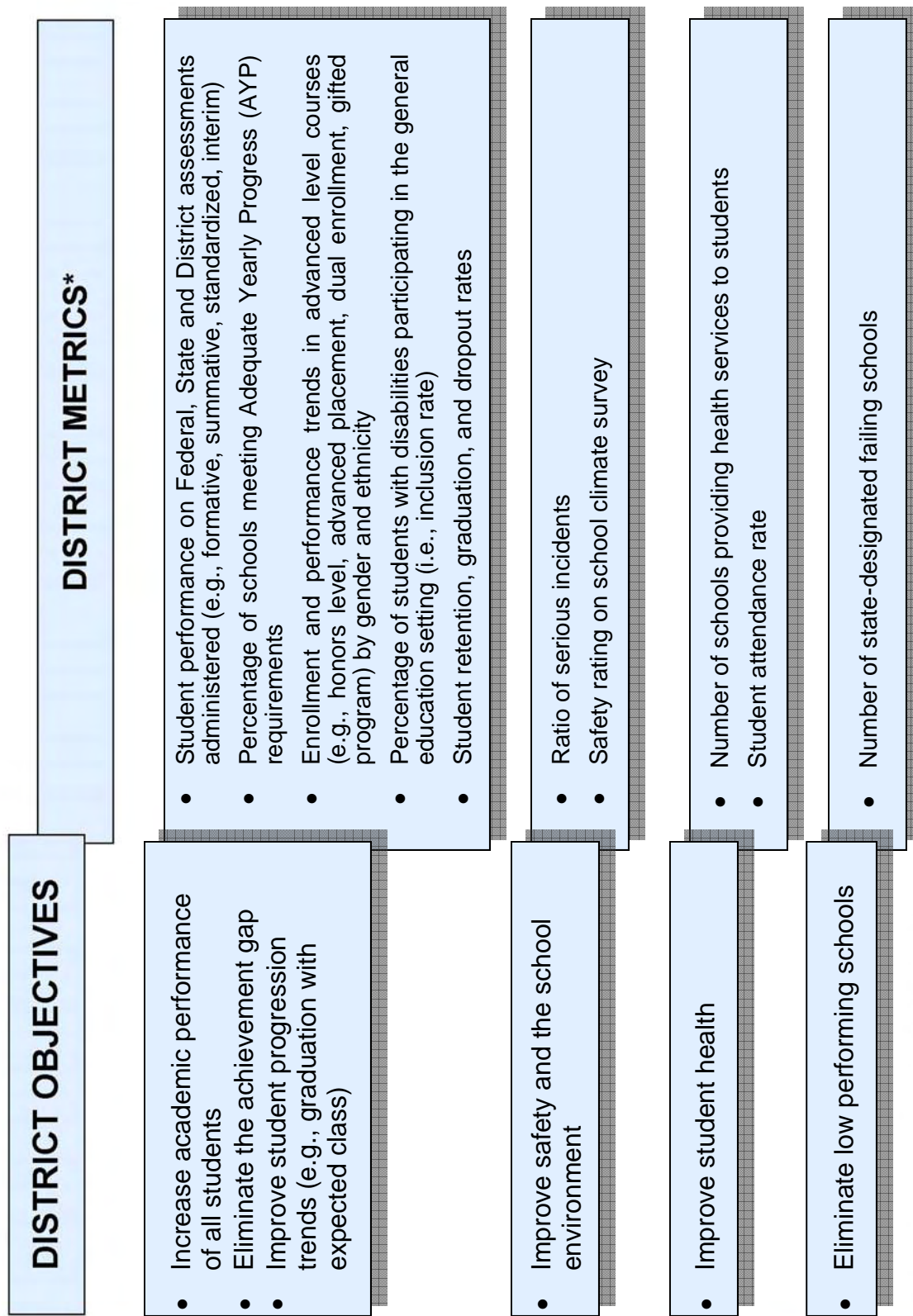




Miami-Dade County  
Public Schools

# DISTRICT GOAL I

Ensure achievement of high academic standards by all students



\* For more detail, please see District Dashboard at <http://lasp.dadeschools.net>



# DISTRICT GOAL II

Develop our students so that they are able to successfully compete in the global economy

## DISTRICT OBJECTIVES

- Improve student social and professional skills
- Increase student exposure and understanding of global issues and economy

## DISTRICT METRICS\*

- Percentage of secondary school students participating in internships/mentoring programs
- Percentage of students enrolled in courses that prepare them socially and professionally for competing in a global workforce (e.g., ethics, character education, life skills)
- Participation trends in courses that expose students to cultural/global issues (e.g., foreign languages, dual language programs, global economics, cultural diversity)
- Percentage of graduating students that pursue and are successful in post-secondary education and/or areas of enrichment (e.g., college/universities, workforce, technical/vocational institutions, military)
- Student performance trends in college placement exams (e.g., SAT, ACT)
- Completion rate of students in adult/vocational programs

\* For more detail, please see District Dashboard at <http://asp.dadeschools.net>



# DISTRICT GOAL III

Actively engage family and community members to become our partners in raising and maintaining high student achievement

## DISTRICT OBJECTIVES

- Improve transparency of decision-making throughout the District
- Strengthen business and other community partnerships for assistance in implementing strategic priorities
- Raise parental involvement and participation to maximize student performance
- Improve stakeholder satisfaction

## DISTRICT METRICS\*

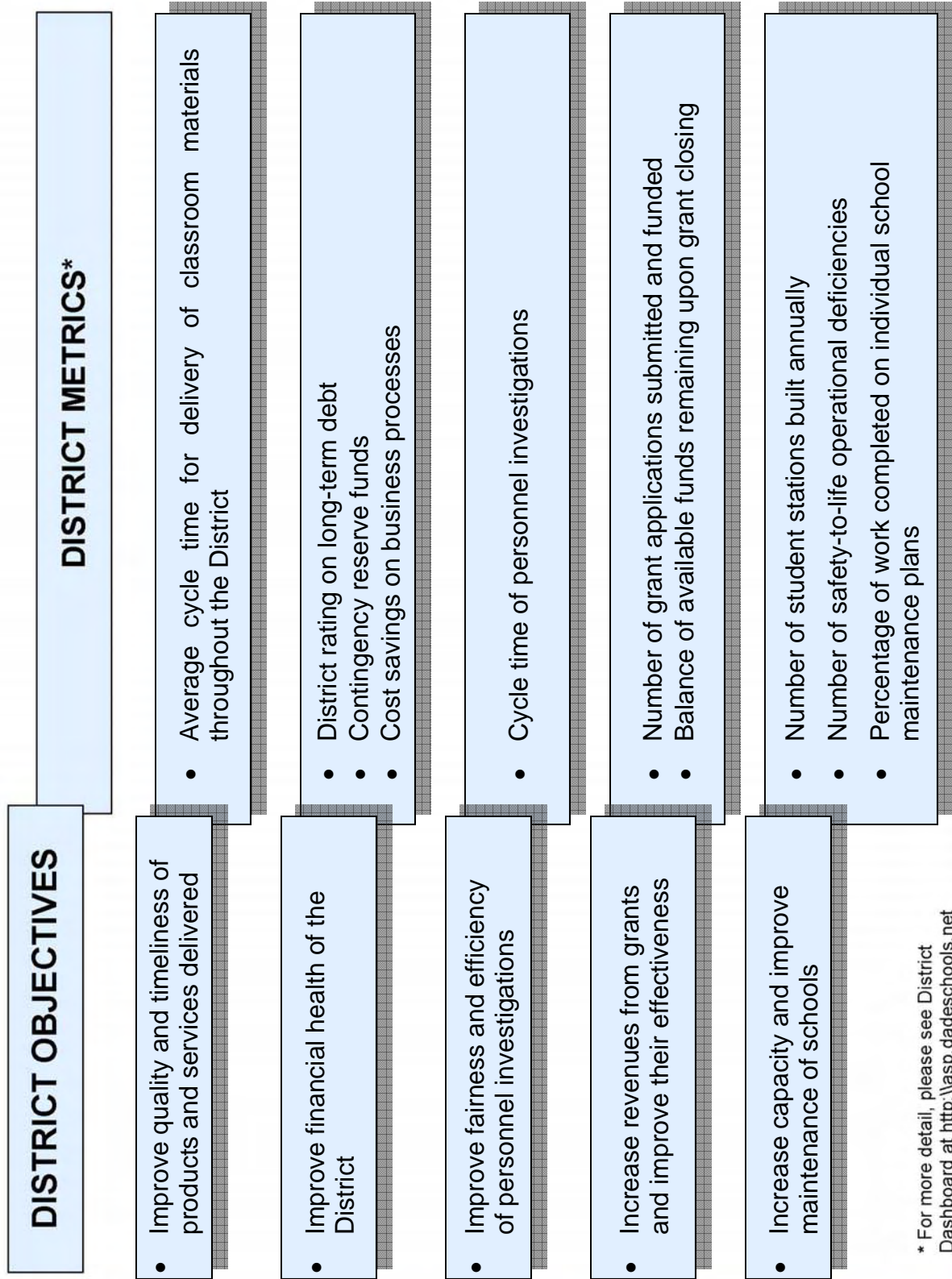
- Number of community partnerships leveraged to implement District strategies
- Number of Certificates of Completion issued to parents by The Parent Academy
- District rating on the external and internal stakeholder surveys for items regarding communication and participation
- Satisfaction results from parental involvement and school climate surveys



\* For more detail, please see District Dashboard at <http://lasp.dadeschools.net>

# DISTRICT GOAL IV

Reform business practices to ensure efficiency, effectiveness and high ethical standards



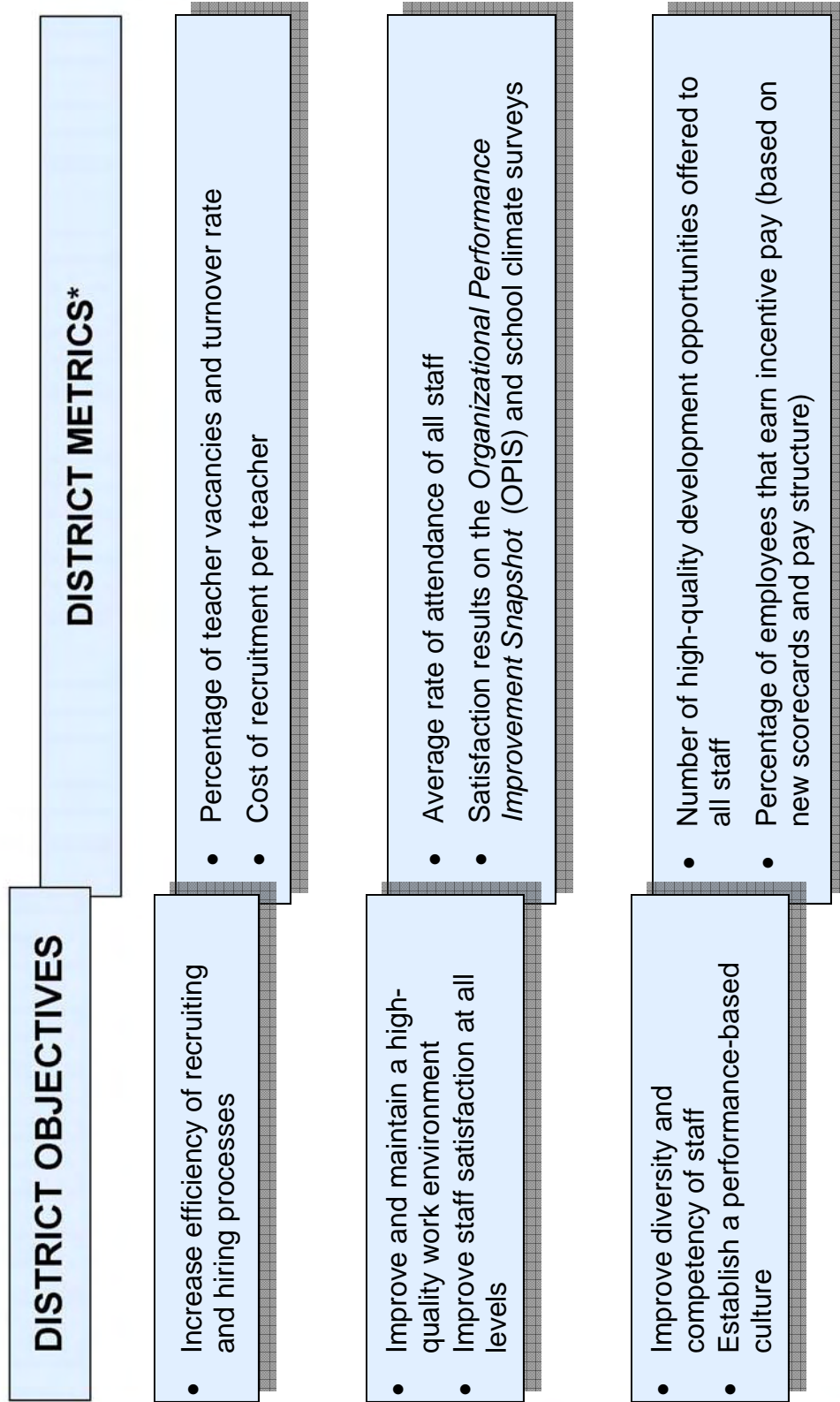
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# DISTRICT GOAL V

Recruit, develop and retain high-performing, diverse, and motivated faculty and staff

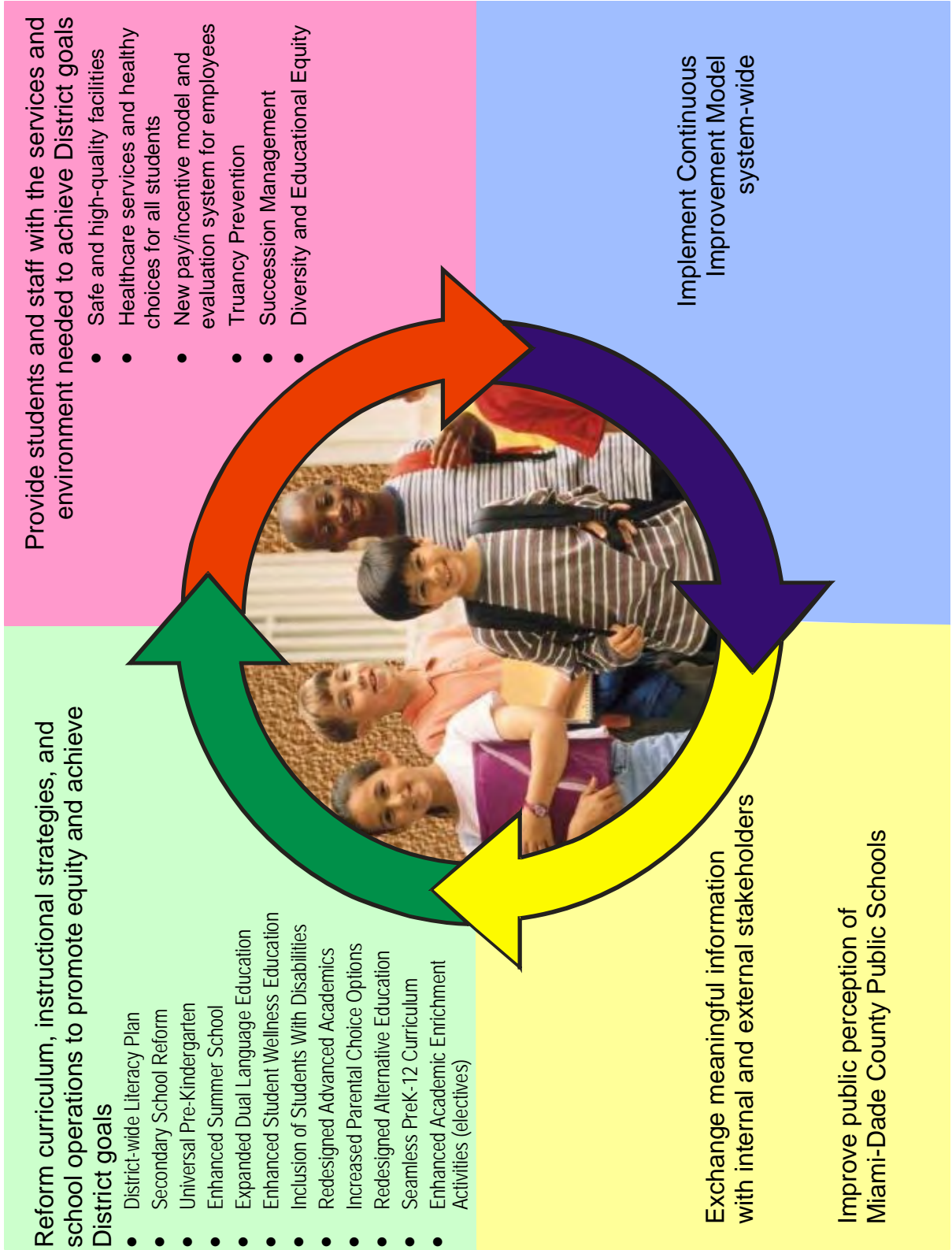


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**Miami-Dade County  
Public Schools**

# DISTRICT-WIDE INITIATIVES



# HIGHLIGHTED DISTRICT-WIDE ACHIEVEMENTS

**Reform curriculum, instructional strategies, and school operations to promote equity and achieve District goals**

## Implemented Initiatives (during the first year of the strategic plan)

- Improve performance of all students and close the achievement gap
  - Focus on literacy – standardized core reading program in all elementary schools
  - Begin implementation of seamless K-12 curriculum across all disciplines
  - Focus on low performing schools - School Improvement Zone
- Focus on preparing students for the world of work
  - Plan Secondary School Reform
  - Expand Dual Language Education
  - Implement global perspectives curriculum
  - Expand character education

Results	July 2004	July 2006
<b>Higher performance</b>		
Increased students reading at grade level in grades 3-10	41%	51%
Decreased 3rd graders retained	18%	11%
Decreased number of schools designated “D” or “F”	56	19
Improved District grade	C	B
<b>Greater exposure to the global economy/world of work</b>		
Increased student enrollment in secondary foreign languages	50,510	54,145
Increased number of schools implementing dual language programs	68	102 (by Fall)
Dade Partners providing internships/mentorships	182	262



# HIGHLIGHTED DISTRICT-WIDE ACHIEVEMENTS

**Provide students and staff with the services and environment needed to achieve District goals**

## Implemented Initiatives (during the first year of the strategic plan)

- Improve learning environment
  - Increase target number of seats built per year and reduce time to deliver new facilities
  - Create and implement individual school maintenance plans for each school
  - Increase violence reduction and District sanitation training
- Focus on student health
  - Launch Wellness Initiative to address nutrition, physical activity, health literacy and school-based healthcare needs
- Improve employee satisfaction/morale
  - Teachers
    - Raise salaries
    - Develop specific strategies to support new teachers
    - Focus efforts on filling all teacher vacancies
    - Redesign evaluation system
  - Overall
    - Redesign hiring process
    - Provide tailored professional development based on need
    - Develop and communicate career ladders
    - Establish new personnel investigation model
    - Redesign evaluation systems, incorporating pay-for-performance

Result	July 2004	July 2006
<b>Higher quality learning environment</b>		
Decreased percent of overcrowded schools	64%	55%
Increased number of student seats added per year	~5,000	~19,000
Decreased schools in need of renovations and repairs	100%	50%
Lowered violent incident rate (per 1,000 students)	17.8	13.3
Increased schools offering health services	31	72
<b>Improved employee satisfaction/morale</b>		
Increased number of beginning teachers with mentors	179	1,202
Decreased teacher vacancies	1.2%	0.77%
Decreased average personnel investigation process	128 days	~41 days
Increased internal stakeholder satisfaction	61%	67%



# HIGHLIGHTED DISTRICT-WIDE ACHIEVEMENTS

## Redesign internal business processes and implement Continuous Improvement Model system-wide

### Implemented Initiatives (during the first year of the strategic plan)

- Improve business processes and financial health
  - Redesign and automate processes to eliminate redundancies and reduce paperwork
  - Realign organization to streamline processes
  - Develop 5-year Technology Plan to ensure the sustainability of the District's IT infrastructure
  - Align School Improvement Plans (SIPs) to strategic plan
  - Align budget to strategic priorities

Results	July 2004	July 2006
More efficient business practices		
Savings from redesigning procurement processes	\$0	\$22.5M
Land Oversight Board	Existed	Dismantled
School Improvement Plans aligned with strategic plan	No	Yes
Improved financial health		
Increased per student funding	\$5,777	\$6,790
Raised contingency reserve	0.94%	2.5%
Improved Standard & Poor's rating	Negative	Stable



# HIGHLIGHTED DISTRICT-WIDE ACHIEVEMENTS

**Exchange meaningful information with internal and external stakeholders and improve the public perception of Miami-Dade County Public Schools**

**Implemented Initiatives (during the first year of the strategic plan)**

- Establish The Parent Academy
- Establish focused partnerships with municipalities and business communities on strategic initiatives
- Establish new avenues for communication – e.g., Connect Ed, CEO Briefings, Town Hall meetings, focus group meetings
- Increase customer service training to employees

<b>Results</b>	<b>July 2004</b>	<b>July 2006</b>
<b>Increased opportunities for Parents to engage</b>		
Certificates of completion awarded by The Parent Academy	N/A	~18,000
Parent attendance at Family Education Night	N/A	6,812
<b>Increased support from business community</b>		
Education compacts established	N/A	4
Active Dade Partners	2,668	3,850
Greater Miami Chamber members signing joint letters in support of District strategic/legislative priorities	N/A	255





Miami-Dade County  
Public Schools



# DISTRICT DEPARTMENTS

Each major department within the District plays an integral role in achieving District goals

## **Curriculum and Instruction**

Curriculum and Instruction (C&I) provides curriculum leadership and instructional support across academic disciplines to impact student achievement and promote lifelong learning. C&I ensures the alignment and delivery of a variety of instructional programs and support services, including magnet and exceptional student education, to provide an optimal and equitable education for all students.

C&I also administers student assessments, collects, analyzes, and disseminates accurate and timely student data and provides research to foster data-driven instruction in all schools.

## **School Improvement Zone**

School Improvement Zone oversees the District's efforts to eliminate low performing schools by providing additional resources and support focused on literacy, new and innovative teaching techniques, and expanded leadership capacity via customized professional development.

## **School Operations**

School Operations ensures the alignment and delivery of instructional programs and services to schools. School Operations oversees alternative, adult and vocational programs and services; truancy intervention programs; athletics and activities; attendance services; and the Attendance Boundaries Committee (ABC). This Department also serves as a communication bridge between the District offices and the Regional Centers and schools.

## **Professional Development**

Professional Development (PD) delivers rigorous research-based, field-tested learning experiences, programs, and resources for teachers, principals, administrators, and support personnel to increase their ability to improve student achievement. These opportunities also help staff succeed in their jobs, stay current on latest research in their field, and prepare for advancement.

PD plays a vital role in enabling staff to reach the District's goals through comprehensive development opportunities that tap potential and enhance the knowledge and skills needed for growth. PD also organizes various external stakeholder professional development opportunities to engage them in implementing strategic priorities.

## **School Facilities**

School Facilities plans, designs and manages building construction and maintenance by effectively addressing the school system's need for new capacity, improvements to existing facilities and replacement of facilities.



# DISTRICT DEPARTMENTS

## **Business Operations**

Business Operations provides for the effective, efficient and timely management of financial transactions and business processes throughout the District. It includes several key operations areas that support school and non-school sites, ensuring alignment of efforts towards achieving the District's goals and performance objectives.

## **Chief of Staff**

The Office of the Chief of Staff oversees all Human Resource functions, non-instructional performance evaluations, auditing, program evaluation and strategic planning.

## **Accountability and System-wide Performance**

Accountability and System-wide Performance (ASP) designs accountability systems in support of the District's strategic goals and in compliance with local, state and federal guidelines.

## **Intergovernmental Affairs, Grants Administration and Community Services**

Intergovernmental Affairs, Grants Administration and Community Services maximizes Federal, State, local and private funding to achieve academic success for all students. This Department works with Congress, state officials, and community partners to lead the creation and dissemination and success of the School Board's legislative agenda. Additionally, it supports the engagement of community, business, and parent stakeholders to support academic excellence.

## **Communications**

Communications directs the District's communication with key stakeholders such as the media, parents, businesses, employees, and other organizations. This Department utilizes public relations, internal and external communications, and public broadcasting to inform and engage the public in the District's educational mission.

## **Police and District Security**

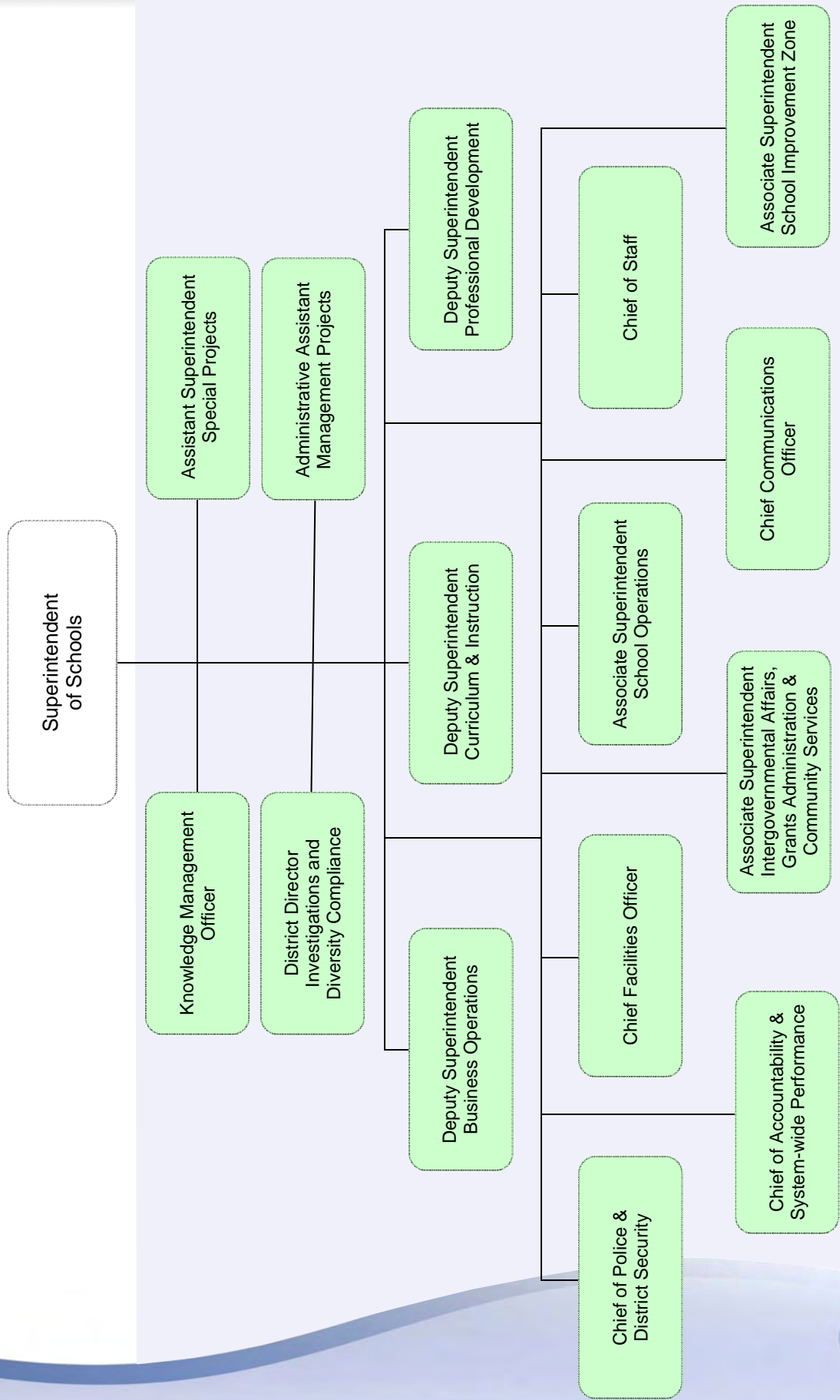
The Miami-Dade Schools Police Department (M-DSPD) provides law enforcement resources to students, school administrators, teachers, and parents. Through continued enhancement of multiple police and security services, they support the educational needs of the school system and promote an atmosphere of trust and safety throughout the community. Working hand-in-hand with local, county, state and federal agencies, M-DSPD strives to rid schools of violence, weapons, substance abuse, vandalism and other hazards.

## **Investigations and Diversity Compliance**

The Department of Investigations and Diversity Compliance monitors the District's compliance with civil rights laws, investigates allegations of violations of civil laws and Board rules and develops strategies for increasing equity and diversity. Additionally, this area monitors the District's commitment to the Florida Educational Equity Act.



# DIRECT REPORTS TO THE SUPERINTENDENT OF SCHOOLS





Miami-Dade County  
Public Schools