

STRATEGIES AND EXPECTED OUTCOMES BY DEPARTMENTS

The following pages outline key strategies for 2005-2008, expected outcomes by 2008 and the primary focus for each department for the upcoming school year.





Miami-Dade County
Public Schools

CURRICULUM AND INSTRUCTION

REVISED

Overview

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.

Units

- *Curriculum and Instruction* - ensures equitable and continuous learning experiences in all disciplines and provides instructional support to facilitate effective teaching and learning
- *Assessment, Research and Data Analysis* - administers student assessments, collects, analyzes, and disseminates data and provides research to support District initiatives
- *Elementary* - oversees development and delivery of academic programs reflecting high expectations for all elementary students
- *Secondary* - oversees development and delivery of academic programs reflecting high expectations for all secondary students
- *PreK* - provides curricular leadership and instructional support to serve young children and their families with developmentally effective programs



CURRICULUM AND INSTRUCTION

Key Strategies For 2005 - 2008

1. Identify and align new curriculum across subject areas

Expected Outcome By 2008

- Literacy curriculum integrated into all subjects
- Complete redesign of secondary education
- Effective pre-kindergarten (PreK) in all elementary schools
- Seamless delivery of PreK – 12 curriculum across the disciplines

Primary Focus for 2006 - 2007 School Year

- Implement PreK-12 literacy plan in all schools to integrate literacy across all subject areas
- Intensify focus on math and science by implementing revised curriculum and newly developed pacing guides, integrating literacy and increasing participation in competitions
- Rollout Secondary School Reform in 11 high schools and implement career academies
- Extend effective pre-kindergarten programs to all elementary schools in alignment with curriculum standards



**Key Strategies
For 2005 - 2008**

- 2. Improve and expand current curriculum

**Expected Outcome
By 2008**

- A summer school program that is seamlessly aligned with regular school year
- Enhanced wellness curriculum and programs in all schools to improve the health of students
- Systemic delivery of violence reduction programs
- Expanded and aligned dual language education
- Expanded opportunities for students to participate in arts and elective offerings
- Revamped gifted education program
- Expanded opportunities for students to participate in Advanced Level courses

**Primary Focus for
2006 - 2007 School Year**

- Improve summer school program to include demonstration schools, expanded university outreach programs, internships, and advanced acceleration academic opportunities
- Implement the Comprehensive Health and Wellness Program in all schools to include daily recommended levels of physical activity, health literacy and nutrition education at all grade levels
- Expand implementation of education programs aimed at reducing violence in all schools
- Expand dual language and advanced level courses and offerings
- Implement Phase 1 of the REGAL (gifted) plan
- Collaborate with School Operations to create a plan for the redesign of alternative education



<p>Key Strategies For 2005 - 2008</p> <ul style="list-style-type: none"> 3. Include students with disabilities in the general education setting 	<p>Expected Outcome By 2008</p> <ul style="list-style-type: none"> Specialized instruction and related services provided in the least restrictive environment
<p>Primary Focus for 2006 - 2007 School Year</p> <ul style="list-style-type: none"> Broaden awareness, provide training, and monitor compliance with the guidelines mandated by the Individuals with Disabilities Act (IDEA) for participation of students with disabilities in general education classes Expand opportunities for students with disabilities to participate in programs in their home school or in close proximity to their home school 	<ul style="list-style-type: none"> Continue to expand, by designated guidelines, the implementation of the Comprehensive School Health and Wellness Program to include school-based health teams and student access to physical and mental health care
<p>Key Strategies For 2005 - 2008</p> <ul style="list-style-type: none"> 4. Improve and expand student services 	<ul style="list-style-type: none"> Basic healthcare services provided in all schools Standardized delivery of services aligned to PreK - 12 curriculum Systemic and effective prevention and intervention strategies by student services personnel for all students



<p>Key Strategies For 2005 - 2008</p>	<p>Expected Outcome By 2008</p>	<p>Primary Focus for 2006 - 2007 School Year</p>
<p>5. Increase Parental Choice options within District to provide diverse and higher quality educational opportunities (e.g., magnets, academies)</p>	<ul style="list-style-type: none"> Increased student participation in high quality choice options Decreased participation in non-public choice programs 	<ul style="list-style-type: none"> Increase participation in school choice opportunities through increased awareness of opportunities in additional magnet schools, K-8 Centers, Special Interest Schools, career academies and other grant-based choice options
<p>6. Develop an effective process for assessing student progress</p>	<ul style="list-style-type: none"> An effective and efficient system (processes and tools) to measure student achievement and determine specific areas of need by student 	<ul style="list-style-type: none"> Implement interim assessment program to measure student achievement in grades 3-10 to facilitate direct differentiated instruction Develop and formalize processes to systematically use student data to drive instruction
<p>7. Continue to provide specialized support and resources to STELLAR schools</p>	<ul style="list-style-type: none"> Eliminate low performing schools 	<ul style="list-style-type: none"> Continue to provide specialized support and resources to STELLAR schools through literacy interventions, transition programs and supplementary programs





**Miami-Dade County
Public Schools**

SCHOOL IMPROVEMENT ZONE

Overview

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.

Units

- *Elementary* - oversees development and delivery of targeted academic programs reflecting high expectations for all elementary students within the School Improvement Zone
- *Secondary* - oversees development and delivery of targeted academic programs reflecting high expectations for all secondary students within the School Improvement Zone



Key Strategies For 2005 - 2008	Expected Outcome By 2008	Primary Focus for 2006 - 2007 School Year
<ol style="list-style-type: none"> Continue to provide specialized support and resources to schools in the School Improvement Zone as follows: <ul style="list-style-type: none"> Core literacy and intervention program Transition programs for entering 6th and 9th graders Professional development teams Targeted enrichment opportunities for students 	<ul style="list-style-type: none"> Eliminate low performing schools All students in Zone schools performing at grade level Increased student performance in 6th and 9th grade Well-trained and highly qualified staff in each school Well-developed and highly motivated students in each school 	<ul style="list-style-type: none"> Implement Science curriculum in elementary and secondary schools to ensure achievement of State's benchmarks Conduct principal meetings to analyze data and provide direction towards meeting individual school goals Provide professional development for Reading, Mathematics and Science coaches and support specialist to sharpen skill sets Implement 26 point corrective action plan to eliminate "F" schools
<ol style="list-style-type: none"> Work with School Operations to develop and implement a seamless transition for Zone schools returning to their regions 	<ul style="list-style-type: none"> Smooth and seamless transition of Zone schools to regions, when appropriate 	<ul style="list-style-type: none"> Collaborate with District and school-site personnel to design a plan to begin to transition Zone schools back to corresponding Regional Centers



SCHOOL OPERATIONS

Overview

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.

Units

- *Adult/Vocational Education* - develops and implements adult and vocational education programs and services
- *Alternative Education* - develops and implements alternative education programs and services
- *Attendance Services* - provides centralized support to schools and District offices pertaining to student attendance, transfers, truancy, foreign records, maps and boundaries
- *Regional Superintendents* - ensure the alignment and delivery of instructional programs and services to schools
- *Office of Professional Standards (OPS)* - ensures that high performance standards are promoted, monitored and maintained for all M-DCPS employees, in accordance with School Board policy, contractual stipulations, state and federal statutes and ethical practices
- *General Operations* - oversees the Attendance Boundaries Committee and the District's athletics programs, extra curricular activities, accreditation and field trips



SCHOOL OPERATIONS

<p>Key Strategies For 2005 - 2008</p> <ol style="list-style-type: none"> 1. Improve and expand current adult/vocational and alternative education programs 	<p>Expected Outcome By 2008</p> <ul style="list-style-type: none"> • Adult/vocational courses and programs aligned to industry and postsecondary programs of study • Systemic delivery of enhanced alternative education programs
<p>Primary Focus for 2006 - 2007 School Year</p> <ul style="list-style-type: none"> • Review and redesign alternative education programs to improve quality and expand delivery of services • Continue to collaborate with industry and postsecondary partners to align adult and vocational programs to partner's specific needs 	<ul style="list-style-type: none"> • Continue to collaborate with the State Attorney's office, School Police and law enforcement agencies to effectively implement the elementary school Truancy Intervention Program (TIP)
<p>Key Strategies For 2005 - 2008</p> <ol style="list-style-type: none"> 2. Develop and roll out District-wide truancy plan 	<ul style="list-style-type: none"> • Decreased number of habitual truants at all schools



SCHOOL OPERATIONS

<p>Key Strategies For 2005 - 2008</p>	<p>Expected Outcome By 2008</p>	<p>Primary Focus for 2006 - 2007 School Year</p>
<p>3. Ensure school infrastructure and schedules meet the needs of students and teachers and enhance teaching and learning</p>	<ul style="list-style-type: none"> Schools that are organized to promote high achievement (e.g., adequate planning time, block scheduling, extended day) 	<ul style="list-style-type: none"> Monitor data and conduct regular reviews to ensure student needs are met through scheduled interventions Coordinate vertical planning and articulation among schools (i.e., elementary to middle to senior high schools) to support effective implementation of seamless PreK-12 curriculum
<p>4. Work with School Improvement Zone to develop and implement a seamless transition for Zone schools returning to their regions</p>	<ul style="list-style-type: none"> Smooth and seamless transition of Zone schools to regions, when appropriate 	<ul style="list-style-type: none"> Collaborate with District and school-site personnel to design a plan to transition Zone schools back to corresponding Regional Centers



SCHOOL OPERATIONS

**Primary Focus for
2006 - 2007 School Year**

- Continue to implement and monitor new investigative process, identify areas for improvement, and adjust process as needed

**Expected Outcome
By 2008**

- Systemic use of an efficient, fair, equitable, and effective process for investigating personnel
- Positive public perception of District

**Key Strategies
For 2005 - 2008**

5. Implement new Personnel Investigative Model (PIM), evaluate and adjust as needed



PROFESSIONAL DEVELOPMENT

Overview

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.

Units

- *Instructional Support and Development* - administers professional development for instructional and support staff
- *Leadership and Development* - develops and coordinates professional development for District and school site administrators and non-instructional personnel
- *Region Center support* – provides direct customized support to each region based on specific identified needs



Key Strategies For 2005 - 2008

1. Provide professional development in support of effective teaching and learning with special focus on:
 - New initiatives and curriculum
 - District-wide literacy initiative
 - Secondary education reform
 - Pre-K deployment
 - Seamless delivery of Pre-Kindergarten -14 curriculum
 - Expansion or enhancement of current curriculum and programs
 - Summer school enhancements
 - Wellness education
 - Violence reduction in schools
 - Adult/vocational and alternative education enhancements
 - Inclusion of students with disabilities
 - Dual language enhancement
 - Expansion of Arts opportunities
 - School Improvement Zone and STELLAR programs
 - Overall professional growth of school-site staff
 - Career development and succession management
 - Peer mentor support systems
 - Employee evaluation system
 - National Board certification
 - Quarterly assessments and data-driven decision making

Expected Outcome By 2008

- Highly qualified and effective teachers in every classroom, who are well-versed in diverse teaching strategies and skilled at using data to drive instruction
- Highly effective student services personnel (e.g., guidance counselors), support staff, and administrators that effectively implement District initiatives to meet students' needs

Primary Focus for 2006 - 2007 School Year

- Review and update PD menu of opportunities based on needs assessment results
- Design, align and implement programs to support current and new curriculum initiatives and overall professional growth of school-site and regional staff
- Expand follow-up support systems for professional development (e.g., school based learning communities, web-based, and people networks)
- Develop monitoring plan and evaluation framework to assess the impact of professional development programs
- Develop and implement a comprehensive induction program for new and early career teachers
- Implement a Succession Management Plan to provide career ladders for select employee groups
- Oversee implementation of new evaluation system for teachers



<p>Key Strategies For 2005 - 2008</p> <p>2. Provide professional development for District and school-site administration to enhance leadership skills and capacity</p>	<p>Primary Focus for 2006 - 2007 School Year</p> <ul style="list-style-type: none"> • Provide leadership development opportunities for District and school-site administrators at national level institutes/centers for mentoring and executive advancement • Develop and implement a phased-in training plan to support school-wide adoption of the CIM that includes tools to analyze and use student data to support instruction and reflect on practice • Develop and implement an urban leadership development program for school-based, regional, and District administrators at various experience levels
<p>Expected Outcome By 2008</p> <ul style="list-style-type: none"> • Highly effective District and school-site administrators, who are focused on student achievement • District-wide use of the Continuous Improvement Model (CIM) to inform decision-making 	<ul style="list-style-type: none"> • Establish partnerships with higher education institutions at the local, state and national levels to create M-DCPS certification in organizational leadership, public management and general management • Implement the University at SBAB Program, a partnership with Barry University, addressing the needs of clerical staff seeking Bachelor and Masters degrees
<p>3. Establish partnerships with external stakeholders to develop and deploy professional development, where appropriate</p>	<ul style="list-style-type: none"> • Meaningful partnerships with external stakeholders to implement professional development strategies • Improved transparency and public perception





Miami-Dade County
Public Schools

SCHOOL FACILITIES

Overview

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.

Units

- *Planning* - develops the definition and scope documents for the District's Capital Construction program, and prepares a Five-Year Plan for the District
- *Design* - develops the architectural solution for new capacity, additions and major renovations
- *Construction* - conducts the project management activities for execution of the District's Capital Construction plan
- *Maintenance Operations* - manages all aspects of preventive, routine, and emergency maintenance of board-owned and leased facilities
- *Capital Budgets* - develops, monitors and oversees the District's Capital Construction program
- *Business Services*—oversees the continued operation of hospitality, graphics and building operations within District offices
- *District Inspections, Operations and Emergency Management* - administers building design, construction and code compliance for the District and emergency procedures within the District



SCHOOL FACILITIES

**Key Strategies
For 2005 - 2008**

1. Improve construction and maintenance services

**Expected Outcome
By 2008**

- Safe and high-quality school buildings and District offices
- No overcrowded schools
- Full implementation of class size reduction at all levels
- School facilities aligned with educational programs

**Primary Focus for
2006 - 2007 School Year**

- Continue to implement five-year capital plan
- Complete all individual school maintenance work plans within two quarters
- Build an additional 17,000 student stations in new schools and permanent additions to existing facilities
- Continue to build educational and security enhancements
- Finalize changes to impact fee ordinance to increase revenue for new capacity



BUSINESS OPERATIONS

REVISED

Overview

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.

Units

- *Financial Operations* - maintains accounting and fiscal systems
- *Food and Nutrition* - delivers food services and programs for students and staff
- *Information Technology Services (ITS)* - plans for and maintains the District's information systems
- *Educational Facilities Compliance* - manages the District's building construction inspections required by the Florida Building Code
- *Transportation* - manages school bus and student transportation functions
- *Labor Relations* - develops and negotiates labor contracts
- *Procurement* - oversees opportunities for vendors, contractors, and consultants to do business with the District and manages vendor relationships
- *Business Performance Improvement* - assists District departments in the development of performance based business plans



BUSINESS OPERATIONS

**Key Strategies
For 2005 - 2008**

1. Improve financial services
 - Fully-funded strategic and capital plan
 - Diversified funding sources
 - Contingency reserve at targeted levels
 - Increased competency of staff in financial decision-making
 - A "positive" outlook in the Standard and Poor's Rating

**Primary Focus for
2006 - 2007 School Year**

- Develop plan to finance the District's five-year capital plan
- Identify non-traditional revenue sources for the District and develop a plan to pursue funding opportunities
- Oversee LEADS pilot program at 100 schools
- Design and deliver finance management training program
- Fully implement Zero-based Budgeting for school support sites
- Reduce the cost of procuring goods and services for the District by 10%
- Review school budget allocation plan and recommend new allocation formulas



BUSINESS OPERATIONS

Key Strategies For 2005 - 2008

2. Evaluate and redesign internal business operations

Expected Outcome By 2008

- More efficient and less costly business processes
- Multiple data systems used to inform decision-making
- Reduction in operating budgets
- Complete alignment of Food and Nutrition services with Wellness Policy goals (to improve health of students)
- More efficient and effective transportation routing system

Primary Focus for 2006 - 2007 School Year

- Establish and execute a plan to finance and support the ongoing operational initiatives of the Five-Year Technology Plan
- Implement Enterprise Resource Planning (ERP) system to improve the efficiency and cost effectiveness of the District's business practices
- Implement USDA School Meal requirements and provide high-nutrition food options at all schools in support of the District's Wellness initiative
- Finalize implementation of EDULOG and expand the use of the Global Positioning Satellite (GPS) system to optimize efficiency of transportation routes



BUSINESS OPERATIONS

<p>Primary Focus for 2006 - 2007 School Year</p> <ul style="list-style-type: none"> • Continue to collaborate with bargaining units and District employee groups to reach contract settlement agreement • Begin implementation and monitor the effectiveness of settlements focused around strategic priorities • Provide training to administrators focusing on contract implementation 	<ul style="list-style-type: none"> • Identify opportunities for improving educational facilities plans review, permitting, and inspections processes based on the Educational Facilities Code Compliance (EFCC) performance data • Implement construction compliance process improvements and resource allocations in accordance with statutes and building codes
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<p>Key Strategies For 2005 - 2008</p> <p>3. Negotiate and develop contracts with each bargaining unit</p> <ul style="list-style-type: none"> • Strategic and effective implementation of bargaining unit contracts • Strengthened relationships with bargaining units 	<p>Expected Outcome By 2008</p> <ul style="list-style-type: none"> • Systemic use of an efficient and effective building construction inspection process • Safe and quality educational facilities
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CHIEF OF STAFF

ADDED

Overview

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

Units

- *Human Resources, Recruiting, and Performance Management* - promotes educational excellence and maintains equitable, efficient, and effective management practices by recruiting and retaining a highly qualified and diverse work force
- *Management and Compliance Audits* - provides an independent and objective evaluation of the fiscal activities of the District
- *Program Evaluation* - evaluates District-wide programs and initiatives while providing onsite consultation for other unit's self-evaluation surveys and action research activities
- *Strategic Planning* - manages the development, alignment and communication of organizational strategic goals, objectives and initiatives



CHIEF OF STAFF

<p>Key Strategies For 2005 - 2008</p> <ol style="list-style-type: none"> Evaluate and redesign current District-wide recruiting and hiring processes 	<p>Expected Outcome By 2008</p> <ul style="list-style-type: none"> Timely hiring of highly qualified employees at all levels Increased representation of key communities and under-represented groups at all levels Teacher vacancies never above 3% Reserve pool of eligible applicants for instructional positions
<p>Primary Focus for 2006 - 2007 School Year</p> <ul style="list-style-type: none"> Create and begin to implement 3-year recruitment plan for the District Implement revised recruitment and hiring process for MEP Redesign recruitment and hiring processes for teachers 	<ul style="list-style-type: none"> Standardize groups of job descriptions where possible and ensure that core functions and tasks are reflected



CHIEF OF STAFF

<p>Key Strategies For 2005 - 2008</p> <p>3. Develop and implement new evaluation system for all employees</p>	<p>Expected Outcome By 2008</p> <ul style="list-style-type: none"> • Systemic use of an effective evaluation system that provides consistent, useful, and timely feedback regarding job performance
<p>Primary Focus for 2006 - 2007 School Year</p> <ul style="list-style-type: none"> • Implement pilot of new MEP evaluation system • Create plan for full rollout of new MEP evaluation system • Create plan for pilot of new evaluation system for other groups of employees 	<ul style="list-style-type: none"> • Increased employee satisfaction as evidenced by key indicators (e.g., lower turnover, improved morale) • New pay/incentive model that rewards employees for high quality execution of duties, and attainment of knowledge
<ul style="list-style-type: none"> • Determine key drivers of staff turnover, absenteeism, and dissatisfaction • Design District-wide plan to address key drivers 	<ul style="list-style-type: none"> • Develop and implement new processes and programs to improve staff satisfaction and retention



<p>Key Strategies For 2005 - 2008</p>	<p>Expected Outcome By 2008</p>	<p>Primary Focus for 2006 - 2007 School Year</p>
<p>5. Define District-wide strategic goals, objectives, initiatives and activities and track progress against deliverables</p>	<ul style="list-style-type: none"> • Clear and concise strategic plan that reflects stakeholder feedback and organizational needs 	<ul style="list-style-type: none"> • Update 2005-2008 <i>District Strategic Plan</i>, incorporating initiatives approved in 2005-2006, course corrections based on progress to date and feedback from stakeholder focus groups • Begin development of 2008-2011 <i>District Strategic Plan</i>
<p>6. Communicate strategic messages inside and outside the District to engage employees and stakeholders in the M-DCPS strategic planning process</p>	<ul style="list-style-type: none"> • Employees and community stakeholders understand and actively support the M-DCPS educational mission and strategy 	<ul style="list-style-type: none"> • Coordinate and conduct focus group meetings to obtain stakeholder input on strategic priorities • Develop and manage the Strategic Management System to track progress on strategic initiatives • Deliver documents and presentations designed to communicate M-DCPS strategy to internal and external stakeholders
<p>7. Ensure adequate and effective internal controls and operational efficiency through internal audits</p>	<ul style="list-style-type: none"> • Increased operational efficiency 	<ul style="list-style-type: none"> • Provide the Superintendent, School Board and Audit Committee with objective internal fiscal audits of District programs and activities (e.g., schools, departmental, property)



CHIEF OF STAFF

**Key Strategies
For 2005 - 2008**

8. Evaluate the quality and effectiveness of selected M-DCPS programs and services

**Expected Outcome
By 2008**

- Increased educational effectiveness and operational efficiency

**Primary Focus for
2006 - 2007 School Year**

- Conduct environmental scan and needs assessment to define evaluation priorities
- Plan and conduct formal evaluations of District programs and initiatives (e.g., Secondary School Reform, School Improvement Zone, The Parent Academy, Title I Funded Programs)





Miami-Dade County
Public Schools