

December 16, 2009

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District/School Operations

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Curriculum and Instruction

**SUBJECT: ADOPT THE 2009-2014 MIAMI-DADE COUNTY PUBLIC  
SCHOOLS STRATEGIC PLAN FRAMEWORK AND RECEIVE  
THE EDUCATION PLAN**

**COMMITTEE: INNOVATION, EFFICIENCY, AND GOVERNMENTAL  
RELATIONS**

**LINK TO THE  
STRATEGIC PLAN: ENSURE ACHIEVEMENT OF HIGH ACADEMIC  
STANDARDS BY ALL STUDENTS**

Beginning in September 2008 Miami-Dade County Public Schools (M-DCPS) began a transformation with the appointment of a new administration. The School Board charged the Superintendent with improving student achievement and returning the District to a position of financial stability, while simultaneously restoring the trust of the community. The Superintendent, with the support of the Board, implemented four principles which would serve to guide the difficult decisions necessary to navigate some of the most challenging circumstances ever faced in District's history. These principles included: improve student achievement, protect the classroom, protect the workforce, and ensure the fiscal viability of the District. Based on these principles, work on a new strategic plan began.

On July 8, 2009, the School Board, together with the Superintendent and his Cabinet held a strategic planning retreat to further define the future direction of M-DCPS. As a result of this discussion, as well as feed-back received from a cross-section of the community at town hall meetings, Parent Teacher Student Association (PTSA) and Educational Excellence School Advisory Council (EESAC) meetings, various conversations with the business community and our Educational Compact partners, as well as with our employee groups, the *2009-2014 Miami-Dade County Public Schools' Strategic Framework* was developed.

Rather than creating a traditional strategic planning document which is prescriptive and static, and includes multiple goals, we are presenting instead a framework, which, above all else, is driven by what is good for students. As such, as the community's provider of public education, student achievement must ultimately drive all that we do; hence, only one Strategic Goal is proposed: Student Achievement.

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It is the intent that this Strategic Framework, consisting of four Strategic Pillars – Student, Parent, and Community Engagement; Education; School/District Leadership; and Financial Efficiency/Stability; and the singular goal of Student Achievement, will guide the District's decision-making in a fluid and meaningful manner over the course of the next five years. This strategic construct has been developed as a mechanism to ensure that each function carried out within M-DCPS is done in support of its core function of preparing students for success in the third millennium.

Significant to the strategic planning process was discussion surrounding the definition of student achievement and how such a broad concept could be meaningfully applied, not only to the District as a whole, but also to each individual child. Drawing from research, Board discussion, and parent, teacher, and community recommendations, our singular goal of *Student Achievement* has been defined as follows:

Each student succeeds academically, personally, and civically as measured by:

1. demonstrating age/grade level appropriate knowledge mastery;
2. having a post-secondary plan;
3. graduating; and
4. successfully entering the higher education arena and/or the workforce.

Growing from this process was the recognition that, in order for a school system to deliver a world class education to each student, a comprehensive education plan, providing for a broad range of educational opportunities and supports, would be required. Therefore, the Office of Curriculum and Instruction, has crafted a document entitled *Knowledge to Go Places: An Education Plan to Prepare Students for the 3<sup>rd</sup> Millennium (Education Plan)*.

The challenge of preparing students for the third millennium in the face of shrinking resources presents the opportunity to re-examine the implementation of the core curriculum, teaching and learning resources, deployment of professional development, and in-class support. The Education Plan represents a streamlined and results-oriented approach that focuses on the effective delivery of the core curriculum while providing consistent expectations for what students should learn across all schools. Complementing the core curriculum are a suite of essential learning resources including pacing guides, model lessons, core interventions, and technology tools.

The Education Plan builds on the instructional successes of 2008-2009, while articulating a more comprehensive, consistent, and coordinated approach to the implementation of the curriculum across all schools. It leverages the collegial efforts of our teachers and District, Region, and school-level administrators to ensure that M-DCPS delivers a world-class curriculum to each and every student in the District. The activities and initiatives described within the Education Plan are aligned with the Education Pillar of the District's new Strategic Framework.

Copies of the proposed 2009-2014 Miami-Dade County Public Schools' Strategic Framework, as well the Education Plan will be transmitted to the School Board under separate cover and will be placed on file in the Office of Board Recording Secretary, Room 924, and in the Citizen Information Center, Room 158, 1450 NE Second Avenue, Miami, Florida 33132. Once approved, both the Strategic Framework and the Education Plan will be made available on-line through [dadeschools.net](http://dadeschools.net).

**RECOMMENDED:** That The School Board of Miami-Dade County, Florida,

- 1) adopt the 2009-2014 Miami-Dade County Public Schools' Strategic Framework; and
- 2) receive the Education Plan.