

# 2008 Strategic Planning Focus Group

Miami-Dade County  
Public Schools



# Purpose and Agenda for today's focus group

## Purpose

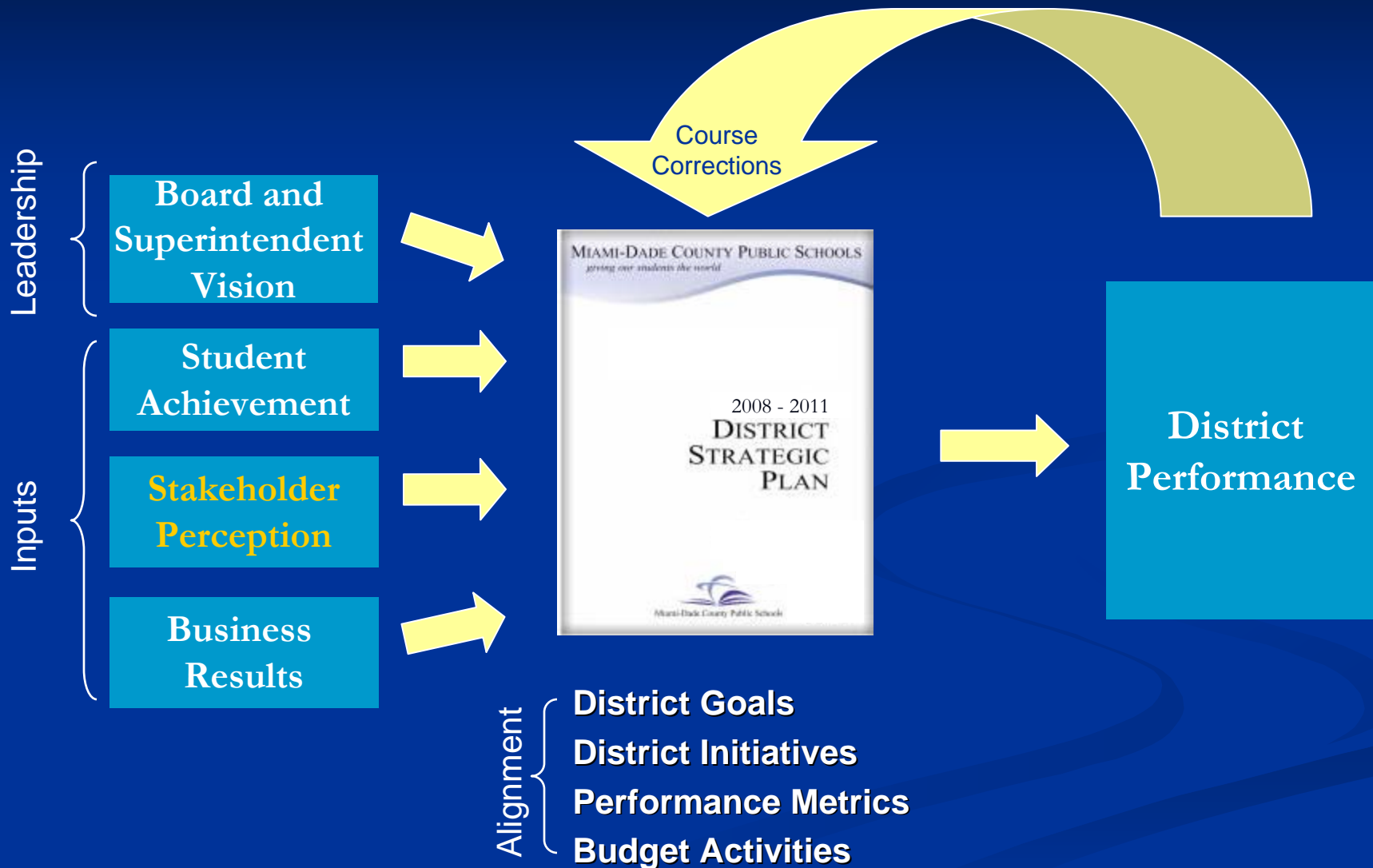
- Obtain stakeholder input into the development of the 2008-2011 District Strategic Plan

## Agenda

- Selected achievements from 2005-2008 District Strategic Plan
- Proposed focus for 2008-2011 District Strategic Plan
- Discussion on guiding questions



# Process of incorporating stakeholder input



# 2005-2008 District Vision, Mission, Core Values and Goals

## 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.

15

## DISTRICT GOALS

Ensure achievement of high academic standards by all students

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

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

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

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

17

# Highlighted District-wide achievements

Results	July 2004	July 2007
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## Higher Performance

Increased students reading at grade level, grades 3-10	41%	51%
Decreased 3 <sup>rd</sup> graders retained	18%	14.81%

## Greater exposure to the global economy/world of work

Increased student enrollment in secondary foreign languages	50,510	57,829
Increased number of schools implementing dual language programs	68	100
Increased students participating in internships/mentorships	N/A	6544

## Higher quality learning environment

Decreased percent of overcrowded schools	64%	38%
Increased number of student seats added per year	~5,000	~20,700
Lowered violent incident rate (per 1,000 students)	17.8	8.72
Increased schools offering health services	N/A	101



# Highlighted District-wide achievements

Results	July 2004	July 2007
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## Increased community engagement and support

Certificates of completion awarded by The Parent Academy	N/A	55,023
Parent attendance at District-wide parent teacher conferences	N/A	100,412
Education compacts established	N/A	6
Active Dade Partners	2,668	4,065

## More efficient business practices

Savings from redesigning procurement process	\$0	\$30.6M
Restructured school food purchasing and distribution	N/A	\$3M
Revamped school technology purchasing	\$0	\$35M
School Improvement Plans aligned with strategic plan	No	Yes



# Highlighted District-wide achievements

Results	July 2004	July 2007
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## Improved financial health

Increased competitive grant funding	\$25.8M	\$106.1M
Increased per student funding	\$5,777	\$7,244
Raised contingency reserve	.94%	2.5%
Improved Standard & Poor's rating	Negative	Stable

## Improved employee satisfaction/morale

Increased number of beginning teacher with mentors	179	1,283
Decreased teacher vacancies	1.2%	.8%
Decreased average personnel investigation process	128 days	65 days



# District-wide focus

## ACADEMIC

<u>05-08 Strategic Plan</u>	<u>08-11 Strategic Plan (proposed)</u>
<ul style="list-style-type: none"> <li>■ Raise achievement of all students through the development and implementation of a broad range of innovative programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Institutionalize and replicate effective programs providing all students with an equal opportunity to access programs of their choice</li> <li>■ Raise student performance to international standards (PreK-12)</li> </ul>
<ul style="list-style-type: none"> <li>■ Better prepare students to enter the workforce through real-world work experiences</li> </ul>	<ul style="list-style-type: none"> <li>■ Focus internships and programs on high-demand industry needs</li> </ul>
<ul style="list-style-type: none"> <li>■ Target professional development to teachers to increase the instructional effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>■ Train teachers to use data and technology to focus instruction on individual student needs</li> </ul>
<ul style="list-style-type: none"> <li>■ Model and reward positive student behavior to improve the school environment</li> </ul>	<ul style="list-style-type: none"> <li>■ Deliver personal and civic literacy and positive behavior curriculum and training</li> </ul>
<ul style="list-style-type: none"> <li>■ Reduce the number of school-based crimes</li> </ul>	<ul style="list-style-type: none"> <li>■ Address systemic causes of school-based crime in the communities surrounding our schools to maintain low crime rate</li> </ul>
<ul style="list-style-type: none"> <li>■ Design and build new schools to match educational needs of students</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to build new schools to comply with class size requirements, renovate outdated facilities and replace obsolete buildings to create program-specific space</li> </ul>





# District-wide focus

## FAMILY/COMMUNITY

<u>05-08 Strategic Plan</u>	<u>08-11 Strategic Plan (proposed)</u>
<ul style="list-style-type: none"><li>■ Improve communication with key stakeholder groups, increase general involvement and improve overall public perception</li></ul>	<ul style="list-style-type: none"><li>■ Deliver strategic branding messages to key stakeholders with specific requests based on strategic needs and geared toward achieving strategic outcomes</li><li>■ Develop family/community/business advocates for the District</li></ul>
<ul style="list-style-type: none"><li>■ Improve stakeholder satisfaction to regain the community's faith in and connection to public education</li></ul>	<ul style="list-style-type: none"><li>■ Continue to improve stakeholder satisfaction to generate long-term, sustainable investment in our students during school and after graduation</li></ul>



# District-wide focus

## BUSINESS/FISCAL

<u>05-08 Strategic Plan</u>	<u>08-11 Strategic Plan (proposed)</u>
<ul style="list-style-type: none"><li>■ Identify and implement “quick-win” process improvements to make changes that improve delivery of products and services to schools and improve short-term operational efficiency</li></ul>	<ul style="list-style-type: none"><li>■ Implement large-scale technical solutions to improve long-term operational efficiency and the delivery of services to classrooms and expedite information and access to data</li></ul>
<ul style="list-style-type: none"><li>■ Identify new revenue sources to secure additional resources</li></ul>	<ul style="list-style-type: none"><li>■ Focus specifically on resource development to ensure alternative, longer-term sources of funding</li></ul>
<ul style="list-style-type: none"><li>■ Improve financial processes and systems and improve overall financial health</li></ul>	<ul style="list-style-type: none"><li>■ Reduce operational costs while maintaining productivity to offset expected decrease in new revenue</li></ul>
<ul style="list-style-type: none"><li>■ Expand existing facilities to meet the requirements of class-size reduction and relieve overcrowding</li></ul>	<ul style="list-style-type: none"><li>■ Promote innovative space utilization and operational solutions that address under-enrolled schools and anticipate the future needs of changing neighborhoods</li></ul>



# District-wide focus

## EMPLOYEE

<u>05-08 Strategic Plan</u>	<u>08-11 Strategic Plan (proposed)</u>
<ul style="list-style-type: none"><li>■ Revamp recruitment and hiring processes for administrators and teachers</li></ul>	<ul style="list-style-type: none"><li>■ Revamp recruitment and hiring processes for all other employees</li><li>■ Intensify focus on retention of all employees</li></ul>
<ul style="list-style-type: none"><li>■ Revamp evaluation system for administrators and teachers</li></ul>	<ul style="list-style-type: none"><li>■ Revamp evaluation system for all other employee groups</li></ul>
<ul style="list-style-type: none"><li>■ Focus on professional development for teachers and school-site administrators</li></ul>	<ul style="list-style-type: none"><li>■ Continue focus on professional development for teachers and school-site administrators and expand professional development to other employee groups</li></ul>



# Guiding questions

- What have we done well in the last three years that you would like to see replicated for the next three years?
- What do you think are the three most critical issues facing Miami-Dade County Public Schools in the next three years?
- In what key areas do we need the most improvement?



# Stakeholder survey links

Parent:	<a href="http://osp.dadeschools.net/parent">http://osp.dadeschools.net/parent</a>
Student:	<a href="http://osp.dadeschools.net/student">http://osp.dadeschools.net/student</a>
EESAC:	<a href="http://osp.dadeschools.net/eesac">http://osp.dadeschools.net/eesac</a>
Faith-Based Leader:	<a href="http://osp.dadeschools.net/faith">http://osp.dadeschools.net/faith</a>
Business Leader:	<a href="http://osp.dadeschools.net/business">http://osp.dadeschools.net/business</a>
Staff:	<a href="http://osp.dadeschools.net/staff">http://osp.dadeschools.net/staff</a>

## Contacts

- Office of Strategic Planning
  - 305-995-2744
- <http://osp.dadeschools.net>



Thank you for your participation



# Academic Focus

## 2005-2008 District Strategic Plan

- Raise achievement of all students through the development and implementation of a broad range of innovative programs

## Selected Achievements

### Recognition and awards

- Overall District achievement:
  - 2007 co-winner of the CUBE Award for Urban School Board and academic excellence, closing the achievement gap and community engagement
  - Broad Prize runner-up in '06 and '07 for improvement in student achievement while reducing achievement gaps:
    - Most students at or above the national median in reading and math for the first time
    - 14.8% of 3<sup>rd</sup> graders retained (down from 18% in 2004)
  - 5 M-DCPS educators won Florida outstanding principal, assistant principal Achievement awards

## 2008-2011 District Strategic Plan (proposed)

- Institutionalize and replicate effective programs
- Intensify focus on providing all students with an equal opportunity to access programs of their choice
- Raise student performance to international standards (PreK-12)



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Raise achievement of all students through the development and implementation of a broad range of innovative programs

## Selected Achievements

### Recognition and awards (cont.)

- M-DCPS school accomplishments:
  - Earned *NCLB – Blue Ribbon Schools* awards in '06 and '07
  - Received national press in *Newsweek's List of Top High Schools in the Nation* (13 schools)
  - Appeared in *People Magazine* to showcase opportunities for physically impaired students through Shake-a-leg program
  - Received Arts Achieve Model Schools recognition for high-quality visual and performing arts instruction
  - Won Florida State Mathematics Championship
  - Won Japanese Fulbright Memorial Fund's Master Teacher Program

## 2008-2011 District Strategic Plan (proposed)

- Institutionalize and replicate effective programs
- Intensify focus on providing all students with an equal opportunity to access programs of their choice
- Raise student performance to international standards (PreK-12)





# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Raise achievement of all students through the development and implementation of a broad range of innovative programs

## Selected Achievements

### Recognition and awards (cont.)

- M-DCPS student recognition:
  - President's Volunteer Service Award and Governor's High School All-Stars
  - U.S.D.O.E and the Alliance for Young Artists & Writers
  - Miami Neighborhood Excellence Initiative Award
  - Best Florida Film Award and Latino Art Beat Award
  - National Science, Engineering, Communication, and Mathematic Enhancement competition winners, Florida State Math Championship and State Chess Championship winners
  - Lemelson-MIT Grant recipient

## 2008-2011 District Strategic Plan (proposed)

- Institutionalize and replicate effective programs
- Intensify focus on providing all students with an equal opportunity to access programs of their choice
- Raise student performance to international standards (PreK-12)



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Raise achievement of all students through the development and implementation of a broad range of innovative programs

## Selected Achievements

### Advanced academics and Gifted

- 8 schools highlighted in the *2007 AP Report to the Nation* for having the greatest number of African American and/or Latino (Hispanic) students worldwide scoring a 3 or higher in 14 different Advanced Placement (AP) Exams
- 16,199 students participate in 772 advanced placement courses
- 32,800 students enrolled in gifted education and 100% percent of schools offer gifted services

### Alternative education

- 11 alternative schools converted into new program models reflecting single gender, 6-12 grade configurations, career-themed academies, and 8-period day schedules

## 2008-2011 District Strategic Plan (proposed)

- Institutionalize and replicate effective programs
- Intensify focus on providing all students with an equal opportunity to access programs of their choice
- Raise student performance to international standards (PreK-12)



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Raise achievement of all students through the development and implementation of a broad range of innovative programs

## Selected Achievements

### Inclusion of students with disabilities

- 52% of students with disabilities are in general education for 80% of the day (up from 28% in '04)

### Wellness Initiative

- Alliance for a Healthier Generation's "Healthy Schools Program" rolled out to 97 schools to promote health literacy and combat childhood obesity
- Recess implemented in grades K-5 and artificial trans-fats prohibited in all food available on campus

### Choice options

- 23 new Choice programs established through the Voluntary Public School Choice Grant (I Choose!)
- 4 new school wide programs through the Magnet Schools of America Program Grant (MSAP)

## 2008-2011 District Strategic Plan (proposed)

- Institutionalize and replicate effective programs
- Intensify focus on providing all students with an equal opportunity to access programs of their choice
- Raise student performance to international standards (PreK-12)



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Raise achievement of all students through the development and implementation of a broad range of innovative programs

## Selected Achievements

### Academic enrichment activities

- 12,725 students from 310 schools performed as musicians, dancers, and actors/actresses in 31 community-based District-sponsored events
- 70,461 students experienced a live professional theatre performance
- 6,899 students learned through curriculum-specific museum experiences and follow-up hands-on activities at 17 participating local art museums and galleries
- 3,453 students exhibited their own works of art in 23 District-sponsored exhibitions
- 23,050 students experienced age-appropriate fully staged professional opera performances from Florida Grand Opera's In-School program

## 2008-2011 District Strategic Plan (proposed)

- Institutionalize and replicate effective programs
- Intensify focus on providing all students with an equal opportunity to access programs of their choice
- Raise student performance to international standards (PreK-12)



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Better prepare students to enter the workforce through real-world work experiences (general internships)

## Selected Achievements

### Global economy/world of work

- Secondary School Reform rolled out to 11 high schools
- Student enrollment in secondary foreign languages increased to 62,001
- 110 schools implementing dual language programs
- 6544 students participating in internships /mentorships
- 100 high school students participated in Miami Council for International Visitor's first Youth Summit on citizen diplomacy and our global economy
- District's first Summer Chinese Immersion Camp hosted with FIU to study Chinese culture, history and language

## 2008-2011 District Strategic Plan (proposed)

- Use data and feedback to better focus internships and programs on high-demand industry needs



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Provide targeted professional development to teachers to increase the effectiveness of classroom instruction

## Selected Achievements

### Educational effectiveness

- Teachers recognized and awarded:
  - Disney Teacher Award, Lesson Plan of the Year award from the Federal Reserve Bank of Atlanta, National Teachers Hall of Fame, Siemens Award for Advanced Placement, All-USA Teacher Team (*USA Today*), Regional Language Teacher of the Year
- Number of National Board Certified Teachers increased to 991
- 100% increase in number of teachers completing district reading endorsement program
- 70% increase in number of teachers pursuing reading, gifted, autism and ESOL endorsement through district program

## 2008-2011 District Strategic Plan (proposed)

- Equip teachers with and train them to use data and technology to focus their instruction on individual student needs



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Model and reward positive student behavior to improve the school environment

## Selected Achievements

### Positive school culture

- Revamped student code of conduct to deliver a model of and strategic focus on positive student behavior
- Launched SPOT *success* Campaign to recognize and reward students exhibiting model student behavior and decrease truancy District-wide
- Reduced the number of students with 15 or more unexcused absences by more than 13,000

## 2008-2011 District Strategic Plan (proposed)

- Develop and implement curriculum and provide professional development to deliver personal and civic literacy and positive behavior



# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Reduce the number of school-based crimes

## Selected Achievements

### Safe schools

- Lowered violent incident rate to 8.72 per 1,000 students through:
  - Scan Analyze Respond Access (SARA) program addressed unsafe activity in communities surrounding 20 schools
  - Closed Circuit Television installed at 141 schools to provide 24-hour security surveillance
  - COMSTAT internal review process addressed areas of increasing crime in real time
- 859 security monitors attended 3-day mandatory training at Miami-Dade County College
- 203 students processed through civil citation program as an alternative to arrest for misdemeanor offenses

## 2008-2011 District Strategic Plan (proposed)

- Address systemic causes of school-based crime in the communities surrounding our schools to maintain low crime rate





# Academic Focus (cont.)

## 2005-2008 District Strategic Plan

- Design and build new schools to match educational needs of students

## Selected Achievements

### High-quality learning environment

- 11 new schools have opened since 2004 and 13 additional schools will open by August 2008
- Over 14,000 new student seats have been added since 2004 through the construction of new facilities
- 12,412 new student desktop computers installed in 260 schools and data transmission infrastructure upgraded at 150 schools
- Smart boards and overhead projectors provided in all new instructional spaces

## 2008-2011 District Strategic Plan (proposed)

- Continue to build new schools to comply with class size requirements, renovate outdated facilities and replace obsolete buildings to continue meeting student needs for program-specific space



# Family/Community Focus

## 2005-2008 District Strategic Plan

- Improve communication with key stakeholder groups, increase general involvement and improve overall public perception

## Selected Achievements

### Meaningful exchange of information

- Co-winner of the 2008 Connect-ED Leadership through Communication Award
- Won 2007 National School Public Relations Association (NSPRA) Golden Achievement Award for the Planning and PR related to the 2007 Superintendent's Annual Meetings and Community Workshops
- Won NSPRA award for The Parent Academy
- Launched Class Act broadcast program which received 4 Aegis Awards, 2 Bronze Telly Awards, the NSPRA Award of Excellence and the Videographer Award of Distinction

## 2008-2011 District Strategic Plan (proposed)

- Deliver strategic branding messages to key stakeholders with specific requests based on strategic needs and geared toward achieving strategic outcomes
- Develop family/community/business advocates for the District



# Family/Community Focus (cont.)

## 2005-2008 District Strategic Plan

- Improve communication with key stakeholder groups, increase general involvement and improve overall public perception

## Selected Achievements

### Meaningful exchange of information (cont.)

- Awarded the 2007 National School Public Relations Association NSPRA Golden Achievement Award for the *It Takes...* Campaign that shares information on District programs, opportunities, and successes
- Delivered 102,178 messages to 27,384,315 phones on Parent Academy activities, school and District events, engagement opportunities, and health and safety
- Division of Psychological Services' website cited as a model for other Districts by the American Psychological Association

## 2008-2011 District Strategic Plan (proposed)

- Deliver strategic branding messages to key stakeholders with specific requests based on strategic needs and geared toward achieving strategic outcomes
- Develop family/community/business advocates for the District



# Family/Community Focus (cont.)

## 2005-2008 District Strategic Plan

- Improve communication with key stakeholder groups, increase general involvement and improve overall public perception

## Selected Achievements

### Family involvement

- Received 2007 Superintendent's Award for exemplary Volunteer/Community Involvement from the State of Florida
- Awarded 74,470 Certificates of Completion for The Parent Academy for workshops at 279 sites, plus 99 adult education sites
- Held over 100,000 parent conferences
- Hosted orientation for 2000 parents to prepare families for the transition to Middle and High school
- Held first annual *Student Voices Conference* for student input on raising achievement, designing small learning communities, establishing best practices and promoting teamwork
- PTA membership reached its highest numbers since 1995 with 55,952 active members and 264 active units

## 2008-2011 District Strategic Plan (proposed)

- Deliver strategic branding messages to key stakeholders with specific requests based on strategic needs and geared toward achieving strategic outcomes
- Develop family/community/business advocates for the District



# Family/Community Focus (cont.)

## 2005-2008 District Strategic Plan

- Improve communication with key stakeholder groups, increase general involvement and improve overall public perception

## Selected Achievements

### Community partnerships

- Named one of ten United Way Million Dollar Good Works partners nationwide
- Signed Education Compacts with six municipalities to focus energy on improving schools and saving public dollars
- Received ~ \$26M in monetary and \$114M in in-kind donations from business community partners since 2004
- Engaged 383 business partners in the “Principal for a Day” program to raise awareness of the joys and challenges of school leadership

## 2008-2011 District Strategic Plan (proposed)

- Deliver strategic branding messages to key stakeholders with specific requests based on strategic needs and geared toward achieving strategic outcomes
- Develop family/community/business advocates for the District



# Family/Community Focus (cont.)

## 2005-2008 District Strategic Plan

- Improve stakeholder satisfaction to regain the community's faith in and connection to public education

## Selected Achievements

### Stakeholder satisfaction

- District-wide stakeholder survey launched to capture perception about the District's performance in the areas of Communication, Participation, Customer Satisfaction, Public Perception, and Decision Making
- >90% of 10,197 parents and caregivers surveyed in 2007 were satisfied or very satisfied with M-DCPS parental involvement

## 2008-2011 District Strategic Plan (proposed)

- Continue to improve stakeholder satisfaction to generate long-term, sustainable investment in our students during school and after graduation



# Business/Fiscal Focus

## 2005-2008 District Strategic Plan

- Identify and implement “quick-win” process improvements to make changes that improve delivery of products and services to schools and improve short-term operational efficiency

## Selected Achievements

### Savings on services to schools

- Restructured school food purchasing and distribution equaling \$3M in savings
- Participated in cooperative buying agreements with other Counties and saved \$240,000 thus far
- Saved over \$35M by reducing the price schools pay for technology and by increasing the use of on-line shopping cart for making related purchases

## 2008-2011 District Strategic Plan (proposed)

- Implement large-scale technical solutions to improve long-term operational efficiency and the delivery of services to classrooms and expedite information and access to data



# Business/Fiscal Focus (cont.)

## 2005-2008 District Strategic Plan

- Identify new revenue sources to secure additional resources

## Selected Achievements

### Revenues for strategic initiatives

- Increased competitive grant funding over 400% since 2004 to \$106M
- Awarded \$18.3M from the highly-competitive Teacher Incentive Program
- Received Voluntary Public School Choice Program grant for \$12.5M over five years for two consecutive grant cycles
- Received over \$10M for Magnet Schools Assistance Program Grant over three years
- Awarded \$1.8M from the Knight Foundation for The Parent Academy
- Received \$1M grant from the Florida Department of Education for technology in the School Improvement Zone

## 2008-2011 District Strategic Plan (proposed)

- Focus specifically on resource development to ensure alternative, longer-term sources of funding





# Business/Fiscal Focus (cont.)

## 2005-2008 District Strategic Plan

- Identify new revenue sources to secure additional resources

## Selected Achievements

### Revenues for strategic initiatives (cont.)

- Received \$1.5 million grant to support the District in teaching character education to its students
- Awarded \$1.4M for the Teaching American History Grant
- Won Toyota Family Literacy Program grant for \$249K in direct funding and \$375K in support funding over three years
- Received \$300K for The Parent Academy from Blue Cross and Blue Shield of Florida to launch a health & wellness module
- Received \$125K in scholarships from the Broad Foundation

## 2008-2011 District Strategic Plan (proposed)

- Focus specifically on resource development to ensure alternative, longer-term sources of funding



# Business/Fiscal Focus (cont.)

## 2005-2008 District Strategic Plan

- Improve financial processes and systems and improve overall financial health
- Expand existing facilities to meet the requirements of class-size reduction and relieve overcrowding

## Selected Achievements

### Financial health

- Per student funding increased from \$5,777 ('04) to \$7,244
- Contingency reserve raised from .94% to 2.5%
- Standard and Poor's rating improved from negative to stable
- Approved the Enterprise Resource Planning (ERP) implementation to replace aging business systems

### New schools

- 38% of schools overcrowded (down from 64% in '04)
- 276 portable classrooms demolished
- Over 24,000 student stations have been added to existing schools

## 2008-2011 District Strategic Plan (proposed)

- Reduce operational costs while maintaining productivity to offset expected decrease in new revenue
- Promote innovative space utilization and operational solutions that address under-enrolled schools and anticipate the future needs of changing neighborhoods



# Employee Focus

## 2005-2008 District Strategic Plan

- Revamp recruitment and hiring processes for administrators and teachers
- Revamp evaluation system for administrators and teachers

## Selected Achievements

### Revamped HR processes

- Initiated three-year recruitment plan
  - Decreased overall teacher vacancies to 0.4% for the 2007-2008 school year
- Developed and implemented scorecards for all MEP administrators
- Piloted Instructional Performance Evaluation and Growth System (IPEGS), training 6,532 teachers and 186 administrators
- Increased beginning teacher salaries and provided salary increases for all employees

## 2008-2011 District Strategic Plan (proposed)

- Revamp recruitment and hiring processes for all other employees
- Intensify focus on retention of all employees
- Revamp evaluation system for all other employee groups



# Employee Focus (cont.)

## 2005-2008 District Strategic Plan

- Focus on professional development for teachers and school-site administrators

## Selected Achievements

### Instructional support

- Provided 1,283 new teachers with one of 856 certified mentors through the Mentoring and Induction for New Teachers (MINT) program
  - Recorded approximately 57,000 hours for mentoring support provided district wide by National Board Certified Teachers
- Developed cohort of district, regional and school-based certified Differentiated Instruction trainers
- 320 school-based PD Liaisons received one week training to facilitate school-site, job-embedded PD

## 2008-2011 District Strategic Plan (proposed)

- Continue focus on professional development for teachers and school-site administrators and expand professional development to other employee groups



# Employee Focus (cont.)

## 2005-2008 District Strategic Plan

- Focus on professional development for teachers and school-site administrators

## Selected Achievements

### Instructional support

- Provided comprehensive PD in Effective Leadership for 766 administrators through the Dade Association of School Administrators (DASA) Summer Institute
- Initiated competency-based Assistant Principal and Principal Preparation professional development programs for 151 participants
- Launched Fast Track Management Development Program for non-instructional personnel as part of phase I M-DCPS Succession Management Program

## 2008-2011 District Strategic Plan (proposed)

- Continue focus on professional development for teachers and school-site administrators and expand professional development to other employee groups

